PARKS, ENVIRONMENT, EDUCATION & LAND USE

Functional Area Summary by Agency

	2002 Adopte		2003 dopted 2003 Budget Estimate (a)		Change from Adopted Bu \$				
TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE									
Expenditures (a) Revenues (a) (b) Oper Income/(Loss) (c) Tax Levy	\$22,240,203 \$17,132,614 \$527,997 \$5,725,586	\$23,925,459 \$16,458,817 \$899,119 \$8,455,761	\$24,983,115 \$19,493,413 \$540,822 \$6,120,524	\$25,212,252 \$17,529,103 \$893,118 \$8,666,267	\$1,286,793 \$1,070,286 (\$6,001) \$210,506	5.4% 6.5% -0.7% 2.5%			
BREAKDOWN BY AGENC)		4 0, 100, 101	.	Ψο,οσο,Ξο.	Ψ=10,000				
REGISTER OF DEEDS	•								
Expenditures (a) Revenues (a) (b) Tax Levy (d)	\$1,513,342 \$3,562,168 (\$2,048,826)	\$1,641,022 \$2,499,598 (\$858,576)	\$2,027,723 \$4,597,238 (\$2,569,515)	\$1,823,154 \$2,731,736 (\$908,582)	\$182,132 \$232,138 (\$50,006)	11.1% 9.3% -5.8%			
UW-EXTENSION Expenditures	\$733,946	\$578,967	\$767,720	\$642,288	\$63,321	10.9%			
Revenues	\$329,969	\$166,302	\$382,611	\$329,623	\$163,321	98.2%			
Tax Levy	\$403,977	\$412,665	\$385,109	\$312,665	(\$100,000)	-24.2%			
FEDERATED LIBRARY SY	STFM					,			
Expenditures	\$3,378,803	\$3,672,895	\$3,798,476	\$3,916,898	\$244,003	6.6%			
Revenues (b)	\$1,173,988	\$1,128,790	\$1,284,325	\$1,147,711	\$18,921	1.7%			
Tax Levy	\$2,204,815	\$2,544,105	\$2,514,151	\$2,769,187	\$225,082	8.8%			
PARKS AND LAND USE									
Expenditures (a)	\$16,614,112	\$18,032,575	\$18,389,196	\$18,829,912	\$797,337	4.4%			
Revenues (b)	\$12,066,489	\$12,664,127	\$13,229,239	\$13,320,033	\$655,906	5.2%			
Oper Income/(Loss) (c)	\$527,997	\$899,119	\$540,822	\$893,118	(\$6,001)	-0.7%			
Tax Levy	\$5,165,620	\$6,357,567	\$5,790,779	\$6,492,997	\$135,430	2.1%			

⁽a) The 2003 expenditure and revenue estimate exceed 2003 Adopted Budget to include separate ordinance appropriations.

⁽b) The 2004 budget includes various fund balance appropriations totaling \$1,462,069 which includes: \$45,500 within the Register of Deeds,\$6,639 within the Federated Library, \$550,000 within the Parks and Land Use Tarmann Fund, \$769,930 within Parks and Land Use Enterprise Funds and \$90,000 within the Parks and Land Use General Fund. The 2003 budget includes various fund balance appropriations totaling \$1,269,438 which includes; \$15,934 within the Federated Library State Aids Fund, \$550,000 within the Parks and Land Use Tarmann Fund, \$653,504 within Parks and Land Use Enterprise Funds and \$50,000 within the Parks and Land Use General Fund.

⁽c) Operating income amounts generated from enterprise fund operations are retained in fund balance and do not result in a reduction of tax levy funding for other operations.

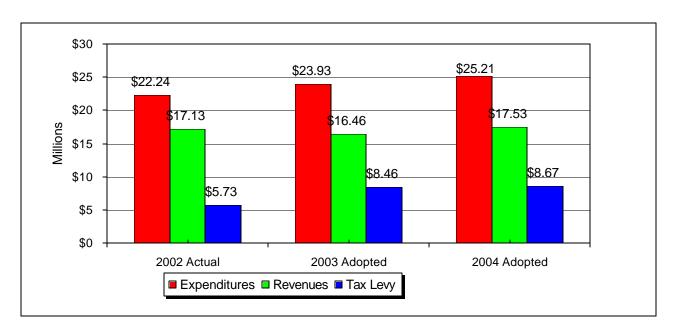
⁽d) Revenues in excess of expenditures are used to reduce tax levy funding for other general government operations.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the responsibility of an elected official, handles all legal documents pertaining to Real Estate, Vital Statistics and Tax Listings. The **University of Wisconsin Extension** Office offers educational programs in a variety of areas including agriculture, horticulture, family living, economic development and youth development. The **Federated Library**, which is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries. The **Parks and Land Use** Department develops and operates open space and recreational facilities (parks, golf courses, Exposition Center and ice arenas); preserves, protects and enhances the County's natural resources and environmental health of its citizens through education, public cooperation, and regulation; and administers the County planning and zoning functions.

Not included in this functional area are Parks, Environment, Education and Land Use - related capital projects (see Capital Projects, Section VII) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area, Section IV, and End User Technology Fund in Non-Departmental Functional Area, Section VI).



The 2004 expenditure budget for this functional area totals \$25,212,252, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$1,286,793 or 5.4% from the 2003 adopted budget. Revenues in the 2004 budget, including \$1,462,069 of fund balance appropriations, total \$17,529,103 an increase of \$1,070,286 or 6.5% from the previous year's budget. The tax levy necessary to fund this functional area totals \$8,666,267an increase of \$210,506 or 2.5% from the prior year budget.

Significant Program and Funding Changes from the 2003 Budget Include:

- Register of Deeds Charges for Service revenues increase \$186,638 to \$2.7 million mainly consisting of
 a \$148,500 increase in recording fees to \$1.26 million relating to an estimated increase in recording
 volume. Real Estate Transfer fee revenue also increases \$40,000 to \$1.17 million due to continued
 property value growth in the County. Revenues generated in excess of operating expenditures total
 \$908,582, an increase of \$50,000, and are used to reduce tax levy funding requirements in other general
 government operations.
- The Register of Deeds 2004 budget includes a \$45,500 one-time expense to redesign office space to
 accommodate workloads and work practices that have changed since the department moved into the
 space in 1994. The redesign is funded with \$45,500 of one-time appropriations of General Fund balance
 and is expected to enhance office efficiency and employee supervision, improve training and customer
 service by grouping employees by task and function.
- The **University of Wisconsin Extension** 2004 budget includes \$189,299 of intergovernmental grant funds from the U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration in the Urban Initiative program to provide and conduct violence prevention education in the county's low-income neighborhoods. Also, the budget includes \$127,000 of Community Development Block Grant Funding, which will be used to develop, implement and measure results of youth, family and neighborhood education and violence prevention programs.
- The **University of Wisconsin Extension** 2004 budget also reflects a \$100,000 reduction in County tax levy funding which includes a \$23,200 reduction for 0.75 FTE through the abolishment of a 0.50 FTE Regular Part Time Clerk Typist position, a 0.25 FTE reduction in a Regular Clerk Typist II position and a\$69,000 reduction of the county's 40% funded portion of the contracted UW Extension faculty and academic staff.
- The Federated Library System county library levy increases 8.8% or \$225,082 to \$2.77 million reflecting
 increased expenditures at the local library level and usage of member libraries by non-library community
 residents.
- The Parks and Land Use budget eliminates recreation programs reducing budgeted expenditures \$69,369. The elimination of the program reflects the final transition of the program's operation to the City of Pewaukee.
- The **Parks and Land Use** budget includes the abolishment of 1.0 FTE Park Maintenance Worker. The abolishment of the position is made possible due to the successful outsourcing of garbage collection activities at County government facilities.
- The **Parks and Land Use** budget creates 2.0 FTE County Humane Officers and abolishes 1.0 FTE Humane Animal Specialist position. The Officers will professionally and uniformly enforce the county's local rabies control program, educate, investigate, and enforce animal laws. The additional personnel costs are partially offset by a seasonal help reduction of approximately \$12,400. The remaining additional costs are offset by a \$41,800 increase in dog license revenues. The dog license surcharge is increased \$2, from \$1 to \$3 per license, beginning with the issuance of the 2004 licenses. The increased fee funds the expanded enforcement program costs.
- The Parks and Land Use budget includes \$51,000 of first year tax levy funding of a SEWRPC regional ground water study, which is to be conducted over a four-year period. The study forwards the objectives outlined in County Board adopted resolution 156-21 to identify groundwater recharge areas and to develop a strategy for coordination of municipal water supplies. The Plan's findings will be an important component in County land use planning and eventual update of the Waukesha County Development Plan.
- The Parks and Land Use budget includes \$50,000 of General Fund balance appropriations to extend the Bugline Recreation Trail through the Village of Merton as part of a cost share with the developer of a residential subdivision.

BUDGETED POSITIONS 2002-2004 SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2002 Year End	2003 Adopted Budget	2003 Modified Budget	2004 Budget	03-04 Change
REGISTER OF DEEDS	General	25.88	27.00	27.00	27.00	0.00
UW-EXTENSION*	General	4.50	4.25	4.25	3.50	(0.75)
FED. LIBRARY	Federated Library	7.00	7.00	7.00	7.00	0.00
PARKS & LAND USE	General	92.50	93.00	93.00	93.00	0.00
	Golf Course	9.58	9.58	9.58	9.58	0.00
	Ice Arenas	5.78	5.78	5.78	5.78	0.00
	Exposition Center	4.14	4.14	4.14	4.14	0.00
	Land Information Systems	2.00	3.00	3.00	3.00	0.00
	Subtotal Parks & Land Use	114.00	115.50	115.50	115.50	0.00
TOTAL REGULAR POSI	TIONS	151.38	153.75	153.75	153.00	(0.75)
TOTAL EXTRA HELP		83.81	82.86	86.46	81.41	(5.05)
TOTAL OVERTIME		4.02	4.26	4.99	4.06	(0.93)
TOTAL BUDGETED POS	SITIONS	239.21	240.87	245.20	238.47	(6.73)

2004 BUDGET ACTIONS:

Register of Deeds

Reduce Extra Help 3.55 FTE Reduce Overtime 0.73 FTE

Abolish 0.50 Regular Part Time Clerk Typist I/II **UWEX**

Reduce 0.25 FTE Regular Part Time Clerk Typist II

Reduce Extra Help 0.28 FTE

PARKS & LAND USE

General Fund Abolish 1.0 FTE Park Maintenance Worker

Abolish 1.0 FTE Humane Animal Specialist Create 2.0 FTE Humane Animal Officers

Reduce Extra Help 0.83 FTE

Reduce Overtime 0.02 FTE Golf Courses Reduce Extra Help 0.05FTE

Reduce Overtime 0.12 FTE

Expo Center Increase Extra Help 0.32 FTE

Reduce Overtime 0.06 FTE

Land Info. Sys. Reduce Extra Help 0.66 FTE

2003 CURRENT YEAR ACTIONS:

Enr. PARKS & LAND USE Ord. # General Fund Increase Extra Help 0.05 FTE 157-108 Register of Deeds Increase Extra Help 3.55 FTE 158-80 Increase Overtime 0.73 FTE 158-80

For additional detail see the Budgeted Position Summary included within the Stats and Trends Section of the Budget Book.

^{*} UW-Extension position total includes County employees only. Total does not reflect state or other grant funded positions.

Mission

The purpose of the Register of Deeds is to provide to the citizens of Waukesha County:

- 1) A depository for safekeeping and public inspection of all legal documents pertaining to Real Estate, Vital Statistics and Uniform Commercial Code.
- 2) Analyze and create accurate ownership and descriptions of parcels in Waukesha County to aid assessors in local municipalities.

Financial Summary

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		2003			Change from Adopted But	
	2002	Adopted	2003	2004		_
	Actual	Budget	Estimate (a)	Budget	\$	%
General Fund						
Personnel Costs	\$1,011,040	\$1,212,936	\$1,287,486	\$1,263,314	\$50,378	4.2%
Operating Expenses	\$88,036	\$65,353	\$62,614	\$128,369	\$63,016	96.4%
Interdept. Charges	\$414,266	\$362,733	\$677,623	\$431,471	\$68,738	19.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,513,342	\$1,641,022	\$2,027,723	\$1,823,154	\$182,132	11.1%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$3,562,102	\$2,499,598	\$4,596,713	\$2,686,236	\$186,638	7.5%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (b)	\$66	\$0	\$525	\$45,500	\$45,500	N/A
Total Revenues	\$3,562,168	\$2,499,598	\$4,597,238	\$2,731,736	\$232,138	9.3%
Tax Levy (c)	(\$2,048,826)	(\$858,576)	(\$2,569,515)	(\$908,582)	(\$50,006)	-5.8%
Position Summary ((FTE)					
Regular Positions	25.88	27.00	27.00	27.00	0.00	
Extra Help (d)	2.12	1.10	4.65	1.10	0.00	
Overtime	0.23	0.12	0.85	0.12	0.00	
Total	28.23	28.22	32.49	28.22	0.00	

- (a) The 2003 estimate exceeds the 2003 adopted budget. The department will need to process an ordinance in the 4th quarter to appropriate additional revenue and expenditure authority associated with higher than budgeted real estate document processing levels.
- (b) The 2004 Budget includes fund balance appropriations of \$45,500 for one-time office redesign expenses.
- (c) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.
- (d) In addition to the county temporary extra help the department purchased an equivalent of 2.25 FTE in Third Party Temporary Help in 2002. An estimated equivalent of 0.50 FTE in Third Party Temporary Help is expected to in 2003 due to continued high workload volume.

Register of Deeds Objectives/ Achievements/Capital Projects

Departmental Objectives

- 1. Evaluate new technologies such as e-recording and optical character recognition (OCR) to further automate document processing and increase the productivity of the current staff (Critical Issue 1) (4th quarter 2004).
- 2. Enhance customer service in Vital Records by evaluating the use of a public access computer. Work with the Records Management Division of the Department of Administration to maintain the privacy of the confidential portions of the records when viewed by the public and consider the use of a touch screen (Critical Issue 1) (4th quarter 2004).
- 3. Increase security in the Vital Records area by reconfiguring the current workspace for the staff and the public to eliminate the practice of having genealogists enter the vault to use the records (Critical Issue 2) (4th quarter).
- 4. Work cooperatively with the Treasurer's Office and the Department of Administration Information Systems Division on the selection, installation, and development of a new tax listing and tax collection program (Critical Issue 1) (4th quarter 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

- 1. Improved and standardized training materials and process to increase consistency and level of knowledge of new employees (Critical Issue 3, Goal 3.2).
- 2. Developed a policy on the type and amount of customer service the department is able to provide through an evaluation of statutory responsibilities, staff time and experience level, and a comparison with other counties in the state (Critical Issue 2, Goal 2.1).
- 3. Increased quality and customer service by reducing errors in document processing and indexing (Critical Issue 4, Goal 4.5).
- 4. Improved the recruitment and selection of new employees through the evaluation and development of more specific qualifications and skills-based testing (Critical Issue 3, Goal 3.1).
- 5. Developed self-help instructions at public access terminals to guide the public in their use of Register of Deeds' manual and automated records systems (Critical Issue 2, Goal 2.2).
- 6. Evaluated the needs of the office and planned for physical changes in the workspace available for employees (Critical Issue 4, Goal 4.7).

Current and Proposed Capital Projects

Proj.	Expected Completion	Total Project	Est. % Complete	Estimated Operating	A=Annual T=
# Project Name	Year	Cost	End of 03	Impact	One-Time
200205 Tax Records Replacement (a	a) 2004	\$725,000	60%	\$85,000	A
200414 Countywide Cashiering (b)	2006	\$445,000	N/A	TBD	А

Refer to Capital Project section of the budget book for additional detail.

- (a) Project is coordinated by Department of Administration, annual ongoing costs include software and licensing costs which are to be split evenly between the Register of Deed's Office (\$42,500) and Treasurer's Office (\$42,500).
- (b) Project is coordinated by Department of Administration.

Administrative Services

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative support to the department, including management of the office, working on business continuity, strategic planning, accounting and annualbudget preparation. Fees are collected for the transfer of real estate based on the value of the property, with certain statutory exceptions. The County's portion of the fee (20%) is allocated to this program and the balance is sent to the State on a monthly basis.

	2002	2003	2003	2004	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	6.48	5.70	7.99	4.60	(1.10)
Personnel Costs	\$339,667	\$305,644	\$348,658	\$296,641	(\$9,003)
Operating Expenses	\$66,833	\$26,269	\$31,292	\$73,161	\$46,892
Interdept. Charges	\$20,847	\$38,016	\$33,505	\$31,921	(\$6,095)
Total Expenditures	\$427,347	\$369,929	\$413,455	\$401,723	\$31,794
Charges for Services	\$1,390,522	\$1,154,098	\$1,470,668	\$1,192,236	\$38,138
Other Revenue	\$66	\$0	\$525	\$45,500	\$45,500
Total Revenues	\$1,390,588	\$1,154,098	\$1,471,193	\$1,237,736	\$83,638
Tax Levy (a)	(\$963,241)	(\$784,169)	(\$1,057,738)	(\$836,013)	(\$51,844)

⁽a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.



Program Highlights

Base budget personnel costs include across the board salary, merit and benefit cost increases associated with 4.60 FTE. Personnel costs decrease \$9,003 reflecting the shift of Temporary Extra Help (1.10 FTE) from Administrative Services to Real Estate and Cashiering program areas to more accurately reflect the program areas in which the extra help is used.

Operating costs increase \$46,892, mainly due a \$45,500 one-time expense to redesign office space to accommodate workloads and work practices that have changed since the department moved into the space in 1994. The redesign is funded through the \$45,500 one-time appropriation of General Fund balance and is expected to enhance employee supervision, training and customer service by grouping tasks and employees by function.

Additionally, base operating costs include supply, equipment, maintenance and training related expenses for the department, which increase \$1,392 due to an increased need for supplies and equipment to process the increased number of documents.

Interdepartmental charges decrease \$6,095 due to a reallocation of ongoing End User Technology Fund (EUTF) charges to the programs that more accurately reflect programs costs and a reallocation of copier charges to the Vital Records program area.

Charges for Services revenues increase \$38,138 or 3.3% to \$1,192,236 reflecting an inflationary adjustment in estimated property sales. The transfer fee is collected on property sales at a rate of \$3 per \$1,000 of value. The County retains 20% of the collected amount and forwards the remaining 80% to the state. Other revenue reflects the appropriation of \$45,500 of General Fund balance for the office space redesign outlined above.

Cashiering

Program Description

Cashiering examines all legal documents to assure conformity to state statutes, advises the public of procedures for probate of an estate held in joint tenancy, and advises the public on laws and regulations concerning statutory requirements of the Register of Deeds Office. Cashiering collects and deposits the fees for recording and copies of recorded documents, uniform commercial code real estate-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates and real estate transfers. In addition, Cashiering staff prepares the recorded documents for imaging by the Records Management Division of the Department of Administration and return to the customer.

Tax Levy	\$182,649	\$245,536	\$290,248	\$270,353	\$24,817
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$182,649	\$245,536	\$290,248	\$270,353	\$24,817
Interdept. Charges	\$8,550	\$18,385	\$15,270	\$16,360	(\$2,025)
Operating Expenses	\$5,328	\$11,950	\$10,839	\$11,562	(\$388)
Personnel Costs	\$168,771	\$215,201	\$264,139	\$242,431	\$27,230
Staffing (FTE)	5.07	5.46	6.90	6.01	0.55
	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change



Program Highlights

The Personnel cost increase of \$27,230 includes \$14,875 for normal cost to continue for salary and benefit increases for 5.46 FTE as well as a shift of \$12,355 or 0.55 FTE in Temporary Extra Help from Administrative Services program to better reflect where temporary extra help is utilized. Operating expenses decrease slightly overall due to lower software expenses. Interdepartmental charges decrease \$2,025 due to a reallocation of postage expenses to the Real Estate program reflecting historical usage patterns.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of Real Estate Documents Examined and Cashiered	163,700	115,000	234,000	120,000	5,000
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	282	270	280	270	0
Revenues & Fees Collected (County & State combined)	\$10,228,604	\$7,400,000	\$11,570,000	\$7,750,000	\$350,000

Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the county that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

Performance Measure Description

The Tax Listing program has established a benchmark that real estate documents recorded in the Register of Deeds Office affecting the tax listing be entered into the tax file by the second Friday of the month following the month in which the documents were recorded. When this is accomplished, the data can be digitized onto cadastral maps and used by the Land Information Systems program.



Performance Measures _	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of months, out of 12, where documents affecting tax listing are processed by the second Friday of the following month	8/12	10/12	8/12	10/12	0
Staffing (FTE)	5.00	4.00	4.04	4.00	0.00
Personnel Costs	\$198,442	\$185,738	\$169,593	\$188,115	\$2,377
Operating Expenses	\$1,500	\$4,266	\$1,635	\$23,146	\$18,880
Interdept. Charges	\$10,415	\$13,505	\$9,487	\$20,089	\$6,584
Total Expenditures:	\$210,357	\$203,509	\$180,715	\$231,350	\$27,841
Charges for Services	\$11,020	\$41,000	\$35,786	\$41,000	\$0
Total Revenues:	\$11,020	\$41,000	\$35,786	\$41,000	\$0
Tax Levy	\$199,337	\$162,509	\$144,929	\$190,350	\$27,841





Personnel costs increase \$2,377 or 1.2% due to normal cost to continue for salary and benefit increases. Operating expenses increase \$18,880 primarily due to a new software maintenance expense of \$20,000 associated with the partial year impact of the Tax Records replacement capital project. The ongoing annual maintenance cost of the tax system is estimated to be \$85,000, of which 50% will be funded by the Treasurer's Office and 50% or \$42,500 will be budgeted within the Register of Deeds Office in 2005. The 2004 prorated cost of \$20,000 reflects anticipated licensing costs beginning in the second half of 2004.

Interdepartmental charges increase \$6,584 due to \$3,700 in first time budgeting for Notice of Assessment administrative indirect charges. Municipalities that use Tax Listing services are charged \$1.47 per issued notice. The charge includes Register of Deeds direct costs and a portion of countywide administrative support costs. The \$3,700 represents the administrative cost portion of the collected fee. The majority of the remaining interdepartmental charge increase reflects continued phase in of EUTF computer charges.

Charges for Services continue unchanged and include \$30,000 in estimated fee revenues from municipalities for issuance of Notice of Assessments. Revenues are not increased due to the variability in the number of assessment notices issued annually. The remaining \$11,000 in revenues reflects anticipated copy fee revenue based on past volume.

Tax Listing (cont.)



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	88,628	89,500	90,500	91,500	2,000
Number of updates made to the tax file	33,240	38,500	35,000	36,000	(2,500)
Number of Wisconsin Real Estate Transfer Returns Processed	13,460	14,000	13,300	13,000	(1,000)

Vital Statistics

Program Description

Vital statistics is responsible for the accurate recording and filing of birth, marriage, and death certificates; and handling voter registration for the county. This program also examines all original birth, marriage, and death certificates before processing them to the state. The vital statistics program provides both phone and walk-in reception services for the entire office.

Tax Levy (a)	(\$72,386)	(\$50,074)	(\$60,820)	(\$43,407)	\$6,667
Total Revenues:	\$159,020	\$146,000	\$154,784	\$146,000	\$0
Charges for Services	\$159,020	\$146,000	\$154,784	\$146,000	\$0
Total Expenditures:	\$86,634	\$95,926	\$93,964	\$102,593	\$6,667
Interdept. Charges	\$14,328	\$12,320	\$12,934	\$15,592	\$3,272
Operating Expenses	\$941	\$6,217	\$4,246	\$5,800	(\$417)
Personnel Costs	\$71,365	\$77,389	\$76,784	\$81,201	\$3,812
Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
	Actual	Budget	Estimate	Budget	Change
	2002	2003	2003	2004	Budget

⁽a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.



Program Highlights

Personnel costs increase due to normal cost to continue for salary and benefit increases for 2.0 FTE. Interdepartmental charges increase \$3,272 due to a reallocation of copier replacement charges from the Administrative Program and continued phase in of EUTF charges.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of Certificates Filed					
Birth	6,120	6,200	6,200	6,200	0
Death	2,724	3,000	3,000	3,000	0
Marriage	2,319	2,400	1,800	2,000	(400)
Number of Certified Copies Issued					
Birth	9,530	11,000	11,000	11,000	0
Death	27,239	24,000	26,000	25,000	1,000
Marriage	3,964	3,400	3,600	3,500	100

Real Estate

Program Description

Real estate is responsible for the indexing of all deeds, mortgages, plats, instruments and certified survey maps, writings and filing of certain other documents. Real estate is also responsible for preparing and delivering, upon receipt of the proper fee, certified copies of any record, file, map, or plat in the office.

Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of days when period between receipt of Legally Recorded Documents and on-line availability to public exceeds 10 days	156	6	189	6	0
Number of Days when period between recording and return mailing of documents exceeds thirty days	117	10	189	10	0
Staffing (FTE)	9.68	11.06	11.57	11.61	0.55
Personnel Costs Operating Expenses	\$232,795 \$13,434	\$428,964 \$16,651	\$428,312 \$14,602	\$454,926 \$14,700	\$25,962 (\$1,951)
Interdept. Charges	\$360,126 \$606,355	\$280,507 \$726,122	\$606,427 \$1,049,341	\$347,509 \$817,135	\$67,002 \$01,013
Total Expenditures: Charges for Services	\$2,001,540	\$1,158,500	\$1,049,341	\$1,307,000	\$91,013 \$148,500
Total Revenues:	\$2,001,540 \$2,001,540	\$1,158,500	\$2,935,475	\$1,307,000	\$148,500
Tax Levy (a)	(\$1,395,185)	(\$432,378)	(\$1,886,134)	(\$489,865)	(\$57,487)
Ian Levy (a)	(ψ1,333,103)	(\$432,376)	(ψ1,000,134)	(4403,003)	(ψυ1, 4 01)

⁽a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.



Program Highlights

Personnel costs increase \$25,962 for normal salary and benefit cost to continue for 11.06 FTE, as well as a shift of \$12,355, for 0.55 FTE in Temporary Extra Help, from the Administrative Services program. Operating expenses decrease \$1,951 due to a reallocation of ongoing office equipment expenses to Administrative Services program. Interdepartmental charges mainly consist of imaging charges of \$251,667 and postage charges of \$52,500. Interdepartmental charge increases of \$67,002 include \$53,158 for imaging and \$3,591 for postage related expenses associated with an increase in budgeted document volume. Interdepartmental charges also include \$29,292 for EUTF charges, which increase \$8,848, due to continued phase-in of computer total cost of ownership charges.

Charges for Services revenues increase \$148,500 reflecting an increase in recording fees collected. This is due to an increase in the estimated amount of real estate document recordings to 120,000 in 2004, from 115,000 in 2003, and an increase in the number of pages recorded per document which is primarily related to mortgage lender use of longer mortgage forms.



Activity	Actual	Budget	Estimate	2004 Budget	Change
Number of Real Estate Documents entered into the Tract Index System, re-key verified, and returned to the customer by mail *	163,700	115,000	234,000	120,000	5,000
Subdivision Plats, Certified Survey Maps, Condo Plats Indexed	282	270	280	270	0

^{*} The 2004 budgeted document volume of 120,000 is based on historical averages. The 2002 actual and 2003 estimate reflect high levels of mortgage refinancing resulting from record low interest rates. In 2004 interest rates are expected to increase and moderate returning document levels to historical levels.

Mission

The mission of Waukesha County University of Wisconsin Extension is to deliver research-based information to improve the quality of life for families in the areas of family living, youth development, community resource development, agriculture, and horticulture. UW-Extension provides community based education for families, business, government, and organizations using non-traditional educational methods.

Financial Summary (a)

		2003			Change from Adopted B	
	2002	Adopted	2003 (b)	2004	Adopted B	uugei
	Actual	Budget	Estimaté	Budget	\$	%
General Fund						
Personnel Costs (b)	\$210,517	\$196,470	\$198,841	\$175,435	(\$21,035)	-10.7%
Operating Expenses (b)	\$466,235	\$311,992	\$499,135	\$401,563	\$89,571	28.7%
Interdept. Charges	\$57,194	\$70,505	\$69,744	\$65,290	(\$5,215)	-7.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$733,946	\$578,967	\$767,720	\$642,288	\$63,321	10.9%
General Government	\$310,983	\$153,000	\$373,639	\$326,299	\$173,299	113.3%
Charges for Services	\$13,372	\$10,757	\$8,347	\$3,324	(\$7,433)	-69.1%
Interdepartmental	\$16	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$5,598	\$2,545	\$625	\$0	(\$2,545)	-100.0%
Total Revenues	\$329,969	\$166,302	\$382,611	\$329,623	\$163,321	98.2%
Tax Levy (c)	\$403,977	\$412,665	\$385,109	\$312,665	(\$100,000)	-24.2%
Position Summary (FT	Έ)					
Regular Positions	4.50	4.25	4.25	3.50	(0.75)	
Extra Help	0.56	0.78	0.78	0.50	(0.28)	
Overtime .	0.01	0.00	0.00	0.00	`0.0Ó	
Total (County)	4.82	5.03	5.03	4.00	(1.03)	
Additional Human Res. (d)						
Contract UW-EXT Faculty &	6.00	5.50	5.50	2.43	(3.07)	
Academic Staff funded 40%	ı					
by County & 60% by State	0.57	0.50	0.50	0.00	0.00	
Family Nutrition Prog. Grant	6.57	8.58	8.58	8.60	0.02	
Grant Funded Contract Svc.	5.75	7.35	7.35	10.82	3.47	
Total (Non-County)	18.32	21.43	20.75	21.85	0.42	

- (a) In addition to the County appropriation, the state and federal partners will provide \$299,172 for 6.75 FTE in county faculty salaries, plus an estimated additional \$1,597,900 in support to Waukesha County Extension programs. The State of Wisconsin underwrites this educational program with funding for the development of educational materials, salaries of county-based faculty and staff and expertise from campus -based faculty and specialists, technology-assisted programs and facilities, professional development and continuing education.
- **(b)** The 2003 estimate includes a 2002 carryover of encumbrances totaling \$19,045 and a carryover expenditure appropriation of \$213,535 approved by ordinance. This carryover was for CDBG grant funds of \$68,300, subgrantee funds to continue Community Learning Center programming for the School District of Waukesha for \$143,585 and DNR funds of \$1,650 to complete the distribution of the Gypsy Moth displays.
- (c) 2002 Adopted tax levy was \$475,314; amount shown is actual expenditures less revenues achieved.
- (d) Contract UW-Extension Faculty/Academic Staff includes faculty and educators with state UW-Extension appointments to Waukesha County but included in the state extension budget. Family Nutrition FTE's are federally funded positions that are not included with the County Budget. The County will fund 40% of the 2.43 FTE in Contract UW Ext Faculty in 2004. Contracted Services reflect an estimate of the FTE Equivalency for staff who are funded 100% through UW-Extension grant awards and are not funded with county tax levy.

Departmental Objectives

The Objectives listed below are being primarily funded and carried out with grant funds.

YOUTH AND FAMILY

- 1. Develop and teach a Teen Leadership Institute in partnership with the Volunteer Center of Waukesha County. 50 teenagers will demonstrate their skills through 500 hours of positive neighborhood and community action/activities. (Strategic Plan Goal 1.2, ongoing)
- 2. Expand the Going Solo: Building a Family Business program, to over 100 youth and adults in Brookfield, Elm Grove and Waukesha to improve skills and confidence for business development. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 3. In cooperation with the Food Recovery Project increase by 33% the businesses that will donate fresh and/or prepared foods for distribution at food pantries and meal programs to improve health and reduce waste. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 4. 50% of the 4-H clubs will improve their neighborhoods through participation in community service activities. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- Plan and implement a county-wide hunger awareness event to assist food pantries in obtaining 20% more fresh dairy products to increase the calcium consumption of families. (Strategic Plan Goal 1.1, 4th Qtr 2004)
- 6. An evaluation will be conducted of Waukesha County 4-H teenagers to assess their leadership skills as a result of camp staff training. (Strategic Plan Goal 2.2, 4th Qtr 2004)

ENVIRONMENTAL

- 1. In cooperation with the Huber Garden Inmates harvest 1000 pounds of produce and donate to the Waukesha County Food Pantry. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 2. Develop a bilingual program on environmentally sound yard care practices to teach parents and children the safe use of chemicals for improved personal and environmental health. (Strategic Plan Goal 1.1, 4th Qtr 2004)
- 3. Facilitate a strategic planning process with the Village of Butler to identify goals and objectives for the completion of their comprehensive planning process. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 4. Develop a non-traditional course to assist individuals to become certified in Commercial Turf and Landscape Pesticide Application. (Strategic Plan Goal 1.1, 4th Qtr 2004)
- 5. Develop a course for greenhouse growers to identify and control insects and plant disease while limiting pesticide use and reducing the environmental impact. (Strategic Plan Goal 1.1, 4th Qtr 2004)
- 6. Collaborate with the City of New Berlin to provide educational assistance with their business and industrial park redevelopment. (Strategic Plan Goal 1.1, 4th Qtr 2004)

URBAN INITIATIVE

- 1. Utilize grants, contracts and revenues to generate an additional \$149,688 needed to support the seven Extension Faculty Educator positions. (Strategic Plan Goal 2.1, 1st Qtr 2004 and ongoing)
- 2. 30 neighborhood adults will increase their knowledge and application of community leadership principles to provide leadership to one neighborhood issue. (Strategic Plan Goal 1.2. 4th Qtr 2004)
- In collaboration with the Waukesha Police Department pilot the Rent Smart Program for 50 residents in the Jackson Court neighborhood. As a result residents will reduce the number of service calls to the Police Department by 25%. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 4. In collaboration with Medina's Gym expand the neighborhood homework club to engage 50 youth in grades 4-8 to improve the academic performance by one half grade or better. (Strategic Plan Goal 1.2, 4th Qtr 2004

- 5. Police And Kids (PAK) will be expanded to one additional elementary school reaching 40 youth; with a goal of reducing the juvenile crime activity in the neighborhood. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 6. Two new block clubs will be established to unify residents and address neighborhood concerns resulting in the reduction of service calls to the police department. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 7. In cooperation with the Waukesha County School District, implement year three of the 21st Century Community Learning Centers in White Rock and Saratoga Schools, increasing participants by 10% (550 youth) to ensure a safe environment for school age children. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 8. Expand the adult education component of the Community Learning Centers to increase parental involvement in the program by 10%. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- Develop and deliver a 12-hour training program for after school teaching staff thereby improving their skills in teaching, classroom management and program design. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- Conduct bilingual violence prevention education in collaboration with the Waukesha Police
 Department and the Waukesha Medical Examiners Office. Educate 50 families to resources in the
 community and diverse violence prevention skills. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- Implement educational and leadership programs for Hispanic Youth to increase their capacity for providing peer leadership in collaboration with three community service agencies (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 12. Develop an educational partnership with University of Illinois Extension and the 4 SE Wisconsin counties to implement a regional Going Solo: Building a Family Business Program to provide skills for entrepreneur development opportunities for families. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 13. In cooperation with the Waukesha County Economic Development Corporation conduct entrepreneurship training for Latino families assisting them to learn the steps involved in building a family business. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 14. Implement the Family Strengthening Model Program for 25 Hispanic and Anglo families to help reduce substance abuse and address behavior problems during adolescence. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 15. In cooperation with the Pine Pointe Block Club and the Red Cross plan, develop and implement a baby-sitting Co-op for 10 single mothers providing a respite and decreasing incidents of child abuse. (Strategic Plan Goal 1.2, 4th Qtr 2004)
- 16. Implement a remedial reading program at the White Rock After School Program improving the grades of 15 at-risk students. (Strategic Plan Goal 1.2, 4th Qtr 2004)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

Youth and Family

- Nine new partnerships were created to deliver nutrition, food safety and budgeting education to low income youth and adults. The county agencies include: Century House, Mental Health Center, School Age Parent Program, Lad Lake, Hickory Hill Apartments, Second Chance, Project Change, Milwaukee Area Technical College and the Junior Academic Work and Service Program. The partnerships have resulted in an estimated \$9,953 of cost share to the Waukesha County UW Extension program.
- 2. As a result of UWEX education to the City of Muskego Youth Advisory Board, 3 resolutions were passed in the City Council. One resolution resulted in the development of a Teen Court which was allocated city tax levy for a one quarter time new staff position in the city budget valued at \$10,590.

- 3. Following food safety lessons for 72 Jail and Huber inmates, 96% (70) indicated they would wash cutting boards with hot soapy water after cutting raw meat; 96% (70) would transfer leftovers to shallow containers to cool more quickly in the refrigerator; and 92% (65) knew that washing hands before handling foods is the best way to prevent food poisoning.
- 4. Training is required for all new adult volunteers recruited to the 4-H Youth Development Program. Of the 57 new volunteers reporting, 33% indicated their knowledge in working with youth increased, 28% indicated their knowledge as a volunteer in preventing child abuse increased greatly and 39% said their knowledge of their volunteer role increased.
- 5. The Waukesha County Home and Community Education Organization in cooperation with Wisconsin Public television and the Corporation for Public Broadcasting donated 400 books valued at \$675 to Waukesha Head Start. In addition volunteers work with the children monthly to promote reading.
- 6. In collaboration with the Nutrition Coalition an "Adopt a Route" campaign was developed to promote hunger awareness and increase volunteer participation in delivering meals to the homes of Waukesha County's growing elderly population. As a result 6 businesses volunteered their employees and 21 individuals committed to volunteer on a regular basis.

Environmental

- 1. An estimated 125 UWEX staff hours were invested in the training of Master Gardener Volunteers. The \$3,252 of staff time invested has resulted in an estimated 7,500 hours of volunteer time donated by the trained volunteers, at a value of \$71,250 (\$9.50 per hour) Activities provided by the volunteers included hosting demonstration gardens at Eble Park, Old World Wisconsin and the community gardens. In addition they assisted with consumer diagnostic work and phone queries. They also worked with the garden gleaning and the Huber Garden programs.
- 2. The Menomonee Falls Farmers Market joined the Brookfield and Waukesha Garden Gleaning Programs. The program distributes nutrition and horticulture education information and collects donated produce for distribution by Waukesha County Food Pantries and Meal Programs. This year's donations increased by 180% yielding over 31,000 pounds of fresh fruits and vegetables valued at \$31,000.
- 3. There was a 406% (118 inmates) increase in participation at the Huber Garden Project. The project teaches gardening and nutrition to Huber inmates and realized a 371% (490 lbs.) increase in the fresh produce that was harvested and donated to the Food pantry of Waukesha County. In addition inmates reported increased self-confidence and skills that were transferable to their job and life.
- 4. There was a 47% attendance increase by public and private green industry professionals for the annual Grounds Maintenance Short Course. The four-week series taught the latest research and educational information on insect and disease diagnostics and control and environmental laws and regulations. Participants reported an average 15% increase in knowledge. The program has been valuable to the parks departments of counties, cities and municipalities as they contend with environmental restrictions and budget reductions.

Urban Initiative

- The \$412,000 county budget provided leverage for the department to receive a total of \$951,783 in grant dollars from 10 sources in 2002. In addition \$1,597,891 was provided by the University to support the educational outreach of Waukesha County UW Extension. UW Extension generated more than \$6 for each county dollar.
- 2. The UW Extension Neighborhood Revitalization Projects were awarded a 2003 Achievement Award by the National Association of Counties in recognition of an innovative program which contributed to and enhanced county government in the United States.
- 3. The partnership of Waukesha County UW Extension, the Waukesha County Sheriffs' Department and the Village of Sussex generated a savings of \$12,400. This is a result of a 40% decrease in service calls to the Stonegate Apartment Complex. (Based on an estimated \$138/call) The development of educational programs including an apartment newsletter, garden club, after school education,

apartment watch clubs, and the residents ongoing positive interaction with the sheriff's patrol contributed to this success.

- 4. Year two of Project Leap (Learning and Enrichment in After school Programs) was implemented in cooperation with the Waukesha School District and through a \$278,000 Federal 21st Century Community Learning Center Grant. The UWEX Program Coordinators plan quality programs at White Rock and Saratoga Schools that focus on academics and enrichment opportunities for the kindergarten through 6th grade students. In addition to the tutoring and homework help other activities include ballet, animation, science, kickboxing, self-expression, food & fitness, bike safety, drama and community service. Twenty community agencies and 60 volunteers partnered with the program, reaching over 500 students. In addition 11 family night activities were held reaching 90-140 participants per event. The Wisconsin Standardized Test results tell the story of this investment. An average of 60% of the schools students improved their math grade by half a grade or more and 67% improved their reading/English/ language arts grade by half a grade or more. In addition teachers reported that 64% of the students improved their participation in class, 73% increased their class attendance and 60% improved their classroom behavior. Program innovations in Project Leap this year include:
 - A two-hour Neighborhood Homework Club for 40 students at Medina's Gym. The program combines 1 hour of tutoring provided by students from Carroll College and 1 hour of physical training.
 - Due to the success of The Police and Kids (PAK) program it has been expanded to involve 3 additional police officers; reaching 40 total students
 - A \$1000 grant supported the development and implementation of a 4-H Photography program for students.
- 5. A 4-week "Neighborhood Leadership Development Program" was designed and implemented . As a result of their training the 14 graduates have been involved in a variety of projects including leading the "Save Haertel Field" Campaign, participating in neighborhood block clubs, developing a block club website at www.mapledunbar@yahoo.com, and networking with recent immigrants. In addition they have worked with apartment owners to help address neighborhood environmental issues.
- 6. Donations totaling \$7,445 were received from businesses and individuals including St James Church, Habush, Habush & Rottier, Waukesha Police Department, St Vincent de Paul, Spin City Bike Ship, Tarantino & Company and the Waukesha Food Pantry. The donations supported the after school programs, a neighborhood bike safety rodeo, and block club celebrations.
- 7. The Okauchee redevelopment project became a reality after Waukesha County UW-Extension spent over 4 years educating, researching, and providing technical support to the local visioning committee. This effort is a perfect example of the value of the county and university partnership. As a result, Professor Chuck Law, a UW-Extension Landscape Architecture Specialist on the UW-Madison campus, invested over \$30,000 of in-kind services to the development and implementation of Okauchee's vision.
- 8. Waukesha County UW-Extension facilitated a strategic planning process for the Hartland Village Board and department heads that focused on developing goals and implementing measures to reduce government cost. Hartland Village Administrator Wally Thiel said, "This process led by Waukesha County UW-Extension really challenged our thinking as we focused on three major goals: 1) Establishing an appropriate balance between service level and tax level; 2) addressing manpower shortages; and 3) stabilizing revenue resources."
- 9. Waukesha County UW-Extension in partnership with the Waukesha County Federated Library System designed, conducted, and analyzed the results of a telephone survey that compared the needs of library users with libraries across the United States.
- 10. In cooperation with the Waukesha County Economic Development Corporation a \$15,295 grant was received from SBC. The grant allowed for the delivery of the pilot program: Going Solo: Building a Family Business to children and parents in the Haertel Field Neighborhood.

Youth and Family Programs

Program Description

Through the design and implementation of education programs, curriculum, and leader training, faculty and staff teach parenting education, nutrition, safe food handling, financial management, and life skills to youths and families.



er Revenue otal Revenues	\$9,569	\$1,400	\$3,188	\$3,000	\$1,600
	Φ4,47 Z	Ψ020	Ψ1 <u>2</u> 0	<u> </u>	(40-0)
_	\$4,472	\$620	\$125	\$0	(\$620)
rdepartmental	\$0	\$0	\$0	\$0	\$0
rges for Services	\$1,160	\$780	\$1,000	\$0	(\$780)
eral Government	\$3,937	\$0	\$2,063	\$3,000	\$3,000
otal Expenditures	\$137,786	\$136,103	\$137,168	\$94,352	(\$41,751)
rdept. Charges	\$16,293	\$20,865	\$20,901	\$15,158	(\$5,707)
erating Expenses	\$60,500	\$58,195	\$57,583	\$27,914	(\$30,281)
sonnel Costs	\$60,993	\$57,043	\$58,684	\$51,280	(\$5,763)
County & 60% by State					
stract UW-EXT Faculty & ademic Staff funded 40%	1.80	1.30	1.30	0.73	(0.57)
	8.82	10.83	10.83	9.73	(1.10)
year after class	1.51	1.40	1.40	1.14	(0.26)
away from home. Participants will maintain	N/A	50%	50%	50%	0%
Low-income adults and families will choose foods with loss fat when pating	N/A	33%	40%	42%	9%
Commercial food vendors will make donations to new Food Recovery programs	N/A	3 500 lbs	3 800 lbs	8 1,000 lbs	5 500 lbs
rformance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
	Commercial food vendors will make donations to new Food Recovery programs Low-income adults and families will choose foods with less fat when eating away from home. Participants will maintain checking accounts one year after class fing (FTE) II. Human Res. (FTE) III. Human Res. (FTE)	Commercial food vendors will make donations to new Food Recovery programs Low-income adults and families will choose foods with less fat when eating away from home. Participants will maintain checking accounts one year after class fing (FTE) II. Human Res. (FTE) III. Human Res. (FTE	Commercial food vendors will make donations to new Food Recovery programs Low-income adults and families will choose foods with less fat when eating away from home. Participants will maintain checking accounts one year after class Fing (FTE) II. Human Res. (FTE) Actual Budget N/A 3 N/A 3 N/A 33% N/A 33% N/A 33% N/A 33% N/A 30% N/A 50% N/A 50% N/A 30% N/A 30% N/A 50% N/A 30% N/A 50% N/A	Actual Budget Estimate Commercial food vendors will make donations to new Food Recovery programs N/A 3 3 Low-income adults and families will choose foods with less fat when eating away from home. N/A 33% 40% Participants will maintain checking accounts one year after class fing (FTE) N/A 50% 50% III. Human Res. (FTE) addenic Staff funded 40% County & 60% by State 1.80 1.30 1.30 Sonnel Costs arting Expenses ardept. Charges \$60,500 \$58,195 \$57,583 Actual Budget arting Expenses arting Expenses are stored for Services are stored for	Actual Budget Estimate Budget Commercial food vendors will make donations to new Food Recovery programs N/A 3 3 8 Food Recovery programs 500 lbs 800 lbs 1,000 lbs Low-income adults and families will choose foods with less fat when eating away from home. N/A 33% 40% 42% Participants will maintain checking accounts one year after class N/A 50% 50% 50% III. Human Res. (FTE) addenic Staff funded 40% 1.51 1.40 1.40 1.14 III. Human Res. (FTE) addenic Staff funded 40% 1.80 1.30 1.30 0.73 County & 60% by State \$60,993 \$57,043 \$58,684 \$51,280 Fracting Expenses \$60,500 \$58,195 \$57,583 \$27,914 Fracting Expenses \$60,500 \$58,195 \$57,583 \$27,914 Fracting Expenses \$60,500 \$58,195 \$57,583 \$27,914 Fracting Expenses \$60,500 \$58,195 \$57,683 \$27,914 Fracting Expenses \$60,500 \$58,195 </td



Program Highlights

Personnel Costs reflect a \$2,400 or 4.26% costs to continue for existing staff offset by a \$2,600 reduction for a 0.23 FTE clerical position to 0.15 FTE, eliminating another 0.15 FTE clerical position or \$4,500 and reducing extra help by \$1,026 or 0.03 FTE.

Operating Expenses decrease \$30,300 or 52%. Future educational efforts will focus more on grant-funded endeavors that will benefit the county and provide operational funding for the garden gleaning project which produces fresh produce to be sent to the food pantries. The primary expenditure decrease relates to a reduction of county supported contracted services for the UW Extension faculty staff, which decreases \$25,500 or 57%.

Interdepartmental Charges decrease by \$5,700 or approximately 27%, which represents a shift in the distribution of printing, mailing and telephone communications towards increased use of e-mail, a lengthened computer life cycle replacement plan, and an elimination of two phone lines.

Overall CDBG general government grant revenues increase \$3,000. Class fee revenues are eliminated because of the shift of educational focus to grant-funded endeavors. Grant funding will be appropriated when awarded and approved by County Board ordinance.

Youth and Family Programs (cont.)

Grants received	Funding Source	Fund Admin.	Amount Received in 2002	Amount Received in 2003
CDBG Grant	CDBG	County	\$ 6,000	\$0
Other UW Ext Grants (That benefit Waukesha County but are not administered or budgeted by the County include the Nutrition Education Program)	USDA	UWEX	\$370,773	\$386,978
Other UW Ext Grants (That benefit Waukesha County but are not administered or budgeted by the County)	Various	Other	\$25,285 3 grants ⁽¹⁾⁽²⁾	\$0
TOTALS			\$402,058	\$386,978

⁽¹⁾ The grants included in this figure are the Waukesha Food Pantry administered grants of \$5,500, \$3,000 and \$20,000 respectively. (2) This included grants for marketing pieces for Waukesha County UWEX; \$1,500 from the CAP fund for

educational programming for at-risk young fathers, and a \$4,180 grant from the City of Waukesha for Computer Education in the Haertel Field neighborhood.



	2002	2003	2003	2004	Budget
Activity	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Program Participants	38,010	34,500	35,969	36,349	1,849
Newsletters (copies x circulation)	21,880	30,000	21,880	18,480	(11,520)**
Consumer Telephone Contacts	1,590	432	1,140	150	-282
InfoSource Calls	14,763	16,000	16,250	16,000	0
WisLine Audio-Conferencing*	36	0	40	40	40
Satellite Hours	26	50	21	35	(15)**
Volunteer Leaders	612	5,000	550	500	(4,500)**
Volunteer Hours Invested	64,683	120,000	60,000	60,000	(60,000)**
News Releases	54	35	47	50	15

^{*}Method of Delivery was formerly called ETN (Educational Teleconference Network)

Environmental Programs

Program Description

The educational programs focus on managing the challenges in community growth and change while maintaining a quality environment. Programs address issues including business productivity, land use, agriculture and horticulture production, pesticide use and community development.



Performance Measures _	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
 Pounds of produce harvested for the Garden Gleaning (Harvest for the Hungry) program 	31,000 lbs	18,200 lbs	18,000 lbs	22,500 lbs	4,300 lbs
 Increase Horticultural educational display sites by 20% 	12	15	16	18	3

^{**}Large reductions due to 2003 budget amounts over estimated versus the current 2003 estimate and 2002 actual levels.

Environmental	Programs	(Cont)
	i iogranis	(OOI IL. <i>)</i>

Tax Levy	\$113,909	\$77,335	\$80,060	\$75,887	(\$1,448)
Total Revenues:	\$13,193	\$25,527	\$22,647	\$13,324	(\$12,203)
Other Revenue	\$780	\$675	\$400	\$0	(\$675)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$11,750	\$9,852	\$7,247	\$3,324	(\$6,528)
General Government	\$663	\$15,000	\$15,000	\$10,000	(\$5,000)
Total Expenditures:	\$127,102	\$102,862	\$102,707	\$89,211	(\$13,651)
Interdept. Charges	\$7,167	\$13,863	\$13,840	\$10,323	(\$3,540)
Operating Expenses	\$69,451	\$44,808	\$45,055	\$39,411	(\$5,397)
Personnel Costs	\$50,484	\$44,191	\$43,812	\$39,477	(\$4,714)
County & 60% by State					
Academic Staff funded 40% by					
Contract UW-EXT Faculty &	1.20	1.20	1.20	0.49	(0.71)
Add. Human Res. (FTE)	2.75	2.35	2.35	2.34	(0.01)
Staffing (FTE)	1.31	1.22	1.22	0.94	(0.28)
	Actual	Budget	Estimate	Budget	Chang
	2002	2003	2003	2004	Budge



Program Highlights

Personnel Costs reflect a \$1,600 or 4.26% costs to continue for existing staff offset by a \$1,700 reduction of a 0.15 FTE clerical position to 0.10 FTE, eliminating another 0.10 FTE clerical position for \$2,900 and reducing extra help by \$5,300 or 0.13 FTE.

Operating Expenses decrease \$5,400, which averages a 12% decrease across the board with future educational efforts to focus more on grant-funded endeavors that will benefit the county and provide operational funding. The decrease is primarily related to a \$5,000 decrease in small tools and a \$3,900 decrease in county supported contracted services for the UW Extension faculty staff, partially offset by a \$4,500 Increase in contracted service related to the Community Service Block grant funding. The CSBG grant is a community gardening collaboration project that provides a meaningful work experience for Huber inmates and produces food to be donated to food pantries in Waukesha County.

Interdepartmental Charges are decreased by \$3,500, or approximately 29%, which represents a shift in the distribution of printing, mailing and telephone communications towards increased use of e-mail, a lengthened computer replacement plan, and an elimination of two phone lines.

Revenues are decreased by \$12,200 or 48%, which represents the shift from fee-based education (cost recovery for materials and supplies) to grant-funded CSBG programs or \$5,000 reduction from the 2003 amount. Grant funding will be appropriated when awarded and approved by County Board ordinance.

Grants received	Funding Source	Fund Admin	2002Amount Received	2003 Amount Received	2004 Amount Awarded
CSBG Grant			\$0	\$15,000 ⁽²⁾	\$10,000 ⁽²⁾
Gypsy Moth Displays from DNR and Distribution of Gypsy Moth Displays	Wisconsin DNR	County	\$3,616	\$0	\$0
Other grants UW Extension is involved in that benefit Waukesha County but are not administered or budgeted by the County	Various	Other	\$8,950 3 grants ⁽¹⁾		Unknown at
Wisconsin Environmental Ed. Board	WEEB	County	\$0		
TOTALS			\$12,566	\$25,839	\$10,000

The three grants administered by UW Extension had the following cost value benefit to Waukesha County: 1)EPA Good Quality Protection Grant, \$2,450; 2)Commercial Flower Grower of Wisconsin Specialty Crop Block Grant, \$5,800; and 3) Senator Kohl Urban Horticulture Grant, \$700. The 2003 grant was \$5,660 for Invasive Species Displays and \$500 from WalMart to support Horticulture Education.

A \$15,000 Community Service Block Grant (CSBG) was awarded to UW Extension for the Huber Garden and other Neighborhood Garden projects in 2003. \$10,000 has been awarded for 2004 a reduction of \$5,000.

Environmental Programs (cont.)



	2002	2003	2003	2004	Budget
Activity	<u>Actual</u>	<u>Budget</u>	Estimate	<u>Budget</u>	<u>Change</u>
Program Participants	9,130	9,000	8,831	9,050	50
Television appearances	7	2	2	2	0
Newsletters (copies x circulation)	12,905	14,000	13,431	12,895	(1,105)**
Consumer Telephone Contacts	1,950	2,100	1,825	1,750	(350)**
WisLine Audio-Conferencing*	60	0	75	90	90
Satellite Hours	14	10	10	10	0
InfoSource Calls	14,763	16,000	16,250	16,000	0
Master Gardeners Trained	45	207	225	230	23
Volunteer Hours Invested by Trained	7,590	7,500	7,600	7,625	125
Master Gardeners					
News Releases/Articles	32	31	36	41	10

^{*}Method of Delivery was formerly called ETN (Educational Teleconference Network)

Urban Initiative Programs

Program Description

Urban Initiative programs design assessments and activities, which empower individuals to identify and address critical issues in order to build stronger neighborhoods/communities. Programs are designed to build on existing strengths; teaming with local businesses, schools, churches, and community groups. Educational programs focusing on urban neighbors, teamwork and partnerships with urban universities.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
 Increase number of individuals participating in Community That Cares Programs—Haertel Field 	3,700	3,800	4,100	4,100	300
 Increase youth involved in after school programs Improve access to employment 	NA	300	458	600	300
and education resources for Phoenix Heights and Haertel Field residents	70	30	100	250	220
Staffing (FTE)	2.25	2.41	2.41	1.92	(0.49)
Add. Human Res. (FTE)	6.75	8.25	8.25	9.78	1.53
Contract UW-EXT Faculty & Academic Staff funded 40% by County & 60% by State	3.00	3.00	3.00	1.21	(1.79)

Tax Levy	\$161,851	\$200,627	\$171,069	\$145,426	(\$55,201)
Total Revenues:	\$307,207	\$139,375	\$356,776	\$313,299	\$173,924
Other Revenue	\$346	\$1,250	\$100	\$0	(\$1,250)
Interdept. Charges	\$16	\$0	\$0	\$0	\$0
Charges for Services	\$462	\$125	\$100	\$0	(\$125)
General Government	\$306,383	\$138,000	\$356,576	\$313,299	\$175,299
Total Expenditures:	\$469,058	\$340,002	\$527,845	\$458,725	\$118,723
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$33,734	\$35,777	\$35,003	\$39,809	\$4,032
Operating Expenses	\$336,284	\$208,989	\$396,497	\$334,238	\$125,249
Personnel Costs	\$99,040	\$95,236	\$96,345	\$84,678	(\$10,558)

^{**}Amounts are reduced from 2003 budget level to more closely represent 2003 estimates and 2002 actual levels.





Program Highlights

Personnel Costs reflect a \$4,000 increase or 4.26% costs to continue for existing staff offset by a \$4,300 reduction for a 0.37 FTE clerical position to 0.25 FTE, eliminating another 0.25 FTE clerical position for a \$7,400 decrease and reducing extra help by \$2,725 or 0.12 FTE.

Operating Expenses increase \$125,200 or 60% primarily due to contracted services expenses related to the Substance Abuse and Mental Health Services Administration (SAMHSA) grant for educational efforts for violence prevention that will benefit the county.

Interdepartmental Charges increase by approximately \$4,000 primarily due to increases in administrative overhead partially offset by decreases related to a shift in the distribution of printing, mailing and telephone communications towards increased use of e-mail, a lengthened computer replacement plan, and elimination of two phone lines.

General government revenues increase by \$175.300 related to budgeting the SAMHSA grant funding of \$189.300. Revenues in 2004 also include a \$14,000 decrease related to lower Community Development Block grant funding.

Grants received	Funding	Fund	Amount	Amount	Amount
	Source	Admin.	2002	Received in 2003	Awarded for 2004
Various CDBG*	CDBG and CSBG	County	\$168,000	\$153,000	\$124,000
SAMHSA (Youth Violence Prevention Grant)	US Dept of H&HS	County		\$191,316	\$189,299
21 st Century CLC ⁽¹⁾ (With School District of Waukesha totals \$278,000.	U.S. Dept of Educ	Waukesha School District	\$127,068	\$381,880	\$0
UW-Extension Waukesha was sub grantee for \$127,068 in 2002, \$181,818 in 2003 and \$200,000 in 2004)					
Other UW Ext Grants (That benefit Waukesha County but are not administered or budgeted by the County)	Various	Other	\$0	\$15,295 ⁽²⁾	\$0
TOTALS			\$295,068	\$741,491	\$313,299

⁽¹⁾ Community Learning Center. Waukesha County is a sub grantee to Waukesha School District for \$127,068 in the 2002 budget, \$181,880 in the 2003 budget and \$200,000 in the 2004 budget. (2) This grant is from SBC/Ameritech Entrepreneurial "GOING SOLO" program grant

^{*}The 2004 Budget does not include the Community Development Block Grants that have not been awarded. County Board approval is necessary to accept grant awards and appropriate funding.



Activity	2002	2003	2003	2004	Budget
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Program Participants Newsletters (copies x circulation)	16,103	17,000	16,800	17,000	0
	1,000	2,500	3,000	2,000	(500)
Volunteer Leaders Volunteer Hours	45	500	425	500	0
Invested	700	12,000	8,500	10,000	(2,000)*

^{*}Reduction due to 2003 budget amounts over estimated versus the current 2003 estimate. Also, in 2003 and 2004 the use of volunteer hours increased to assist in fulfilling the requirements for the CLC and SAMSHA grants.

Mission

It is the mission of the Waukesha County Federated Library System (WCFLS) to ensure access to a high quality of customer service to all county residents by working in partnership with member public libraries to develop and coordinate effective cooperative library services.

Financial Summary

	2002	2003	2003	2004	Change fron Adopted Bu	
	Actual	Adopted Budget	Estimate (a)	Budget	\$	%
		-				
County Library Fund						
Expenditures	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Tax Levy	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
Sate Aids, Federal & N	Misc.					
Expenditures	\$1,014,372	\$1,128,790	\$1,254,371	\$1,147,711	\$18,921	1.7%
Revenue (b)	\$1,173,988	\$1,128,790	\$1,284,325	\$1,147,711	\$18,921	1.7%
Tax Levy (c)	(\$159,616)	\$0	(\$29,954)	\$0	\$0	0.0%
Total All Funds						
Expenditures	\$3,378,803	\$3,672,895	\$3,798,476	\$3,916,898	\$244,003	6.6%
Revenue	\$1,173,988	\$1,128,790	\$1,284,325	\$1,147,711	\$18,921	1.7%
Tax Levy (d)	\$2,204,815	\$2,544,105	\$2,514,151	\$2,769,187	\$225,082	8.8%
Position Summary	(FTF)					
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.50	0.50	0.50	0.50	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.51	7.51	7.51	7.51	0.00	

⁽a) The 2003 estimate exceeds budget to include additional expenditure authority approved by ordinance.

⁽b) Includes fund balance appropriation of \$15,934 in 2003 Budget and \$6,639 in the 2004 Budget within the State Aids Fund.

⁽c) Tax levy represents revenues over expenditures; unexpended funds are appropriated in subsequent budget years.

⁽d) 2002 actual tax levy is \$2,364,431. Tax levy shown in 2002 Actual reflect revenues over expenditures within State/Fed/Misc. Funds. Unexpended funds are appropriated in subsequent budget years.

Fund Purpose

This fund gives county residents that live in non-library (TNR) communities access to borrowing privileges at any of the sixteen public libraries in the County. The County Library tax is levied only on those communities that do not have public libraries. Costs here are not reflected in the general County tax levy because this special levy is set only on those 19 jurisdictions without libraries rather than the County as a whole.

Financial Summary

Tax Levy	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
Total Revenues	\$0	\$0	\$0	\$0	\$0	
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
County Fund						
	Actual	Budget	Estimate	Budget	\$	<u></u> %
	2002	2003 Adopted	2003	2004	Change fron Adopted Bu	udget

No positions are budgeted in this fund. Administration of the County Fund budget is carried out by staff budgeted within the State Aids fund.

Fund Purpose

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library services to all residents of the county through services offered by the federated library system to the 16 member libraries. State aid makes up the majority of revenues and is distributed to the library systems through a State statutory formula on the basis of three factors: population, land area, and local expenditure. The Wisconsin Division for Libraries, Technology and Community Learning (DLTCL) must approve the budget based on whether the Library System has an effective service program in each of its required service areas. The Waukesha County Federated Library System Board develops the budget for these state aids based on the amount of funds that the DLTCL estimates. State aid is expected to be flat for the next two years. In addition to state aids, the Library System applies for Federal and other grant funds whenever possible to enhance its program of service for the member libraries and the citizens of Waukesha County. Grants are applied for on a project specific basis. Additionally, WCFLS negotiates with neighboring library systems for reimbursement dollars to cover the cost of library borrowing by their residents at member libraries in the Waukesha County Library System. Currently, the System has such a contract with the Lakeshores Library System (Racine and Walworth Counties).

The 2004 budget combines the previously separate State Aids Fund and Federal and Miscellaneous Fund to provide improved administrative flexibility in managing projects and the budget (history has been restated for comparison purposes).

Financial Summary

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	2002	2003	2004	Change from Adopted Bu		
	Actual	Adopted Budget	2003 Estimate	2004 Budget	\$	%
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State Aids, Federal & Mi	scellaneous F	und				
Personnel Costs	\$430,972	\$467,305	\$468,970	\$492,794	\$25,489	5.5%
Operating Expenses (a)	\$529,922	\$588,143	\$712,994	\$579,309	(\$8,834)	-1.5%
Interdept. Charges	\$53,478	\$73,342	\$72,407	\$75,608	\$2,266	3.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,014,372	\$1,128,790	\$1,254,371	\$1,147,711	\$18,921	1.7%
General Government	\$1,126,490	\$1,062,856	\$1,228,500	\$1,091,072	\$28,216	2.7%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$5,000	\$5,000	\$0	(\$5,000)	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (b)	\$47,498	\$60,934	\$50,825	\$56,639	(\$4,295)	-7.0%
Total Revenues	\$1,173,988	\$1,128,790	\$1,284,325	\$1,147,711	\$18,921	1.7%
Tax Levy (c)	(\$159,616)	\$0	(\$29,954)	\$0	\$0	N/A
Position Summary (F	TE)					
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.50	0.50	0.50	0.50	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.51	7.51	7.51	7.51	0.00	

- (a) The 2003 estimate exceeds budget to include additional expenditure authority approved by ordinance.
- (b) Includes fund balance appropriation of \$15,934 in 2003 Budget and \$6,639 in the 2004 Budget within the State Aids Fund.
- (c) Tax levy represents revenues over expenditures; unexpended funds are appropriated in subsequent budget year.

Departmental Objectives

- 1. Implement Standards incorporated in County Ordinance 23-4. Standards include hours open, staffing levels, materials budgets, size of materials collections and the Library Service Effort Ratio. By State Law ss. 43.1 I (3)(d), Wis. Stat., the County Board must act on exemptions to County levy for any non-complying municipalities by September 1 of each year (on-going 2004).
- 2. Make local planning efforts for member libraries a major priority in the next several years, especially for those member libraries that are presently below current standards. Menomonee Falls and Muskego are tentatively scheduled (on-going 2004).
- 3. Develop a technology plan for the System, including a funding plan, which incorporates one-time use of WCFLS fund balance to advance the technology objectives identified. Aim at a single shared automated system in the county by no later than 2006.
- 4. Make continued efforts to achieve inter-county agreements with Dodge, Jefferson, Washington and Milwaukee Counties that provide for full walk-in library services across all these borders while maintaining the longstanding agreements with Racine and Walworth Counties (on-going 2004).
- 5. Plan for a third countywide program called Waukesha County Reads. It will market a program aimed at getting a maximum number of residents all reading the same book and talking about it in programs starting during the fall of 2003 (2nd quarter 2004).
- 6. Examine alternatives for measuring library usage as it relates to library formula funding (3rd quarter 2004).

Major Department Strategic Achievements from 7/01/02 to 6/30/03

- 1. Received two National Association of Counties (NACO) Achievement Awards for the following programs:
 - ➤ Initiated a new countywide program called Waukesha County Reads. It marketed a program aimed at getting a maximum number of residents all reading the same book and talking about it in programs during the fall of 2002.
 - > Continued a children's book award voted on by area children to pick their favorite author.
- 2. The Waukesha County Board approved the last three-year Act 150 Plan, as amended, in 2001. The County Board Chair appointed a new committee in Fall 2002 to recommend revision in Spring 2003 for 2004 purposes. The fourteen-point report was unanimously approved by the 25-member committee and by the Federated Library System Board. Three additional legislative recommendations were approved as well. The County Board approved the plan, with the exception of a proposed capital cost study, in June of 2003.
- 3. Worked collaboratively with CESA #1 to write for and implement a \$200,000 grant to prepare for shared automation system in the County from the state of Wisconsin TEACH Board.
- 4. Received grants for Brookfield and Muskego libraries for use during 2003 to share automation at their libraries in conjunction with other libraries in the area.
- 5. Completed two library plans for Pewaukee during 2002. Library boards and councils endorsed the plans. Began work on plan for Brookfield in 2002 and Eagle in early 2003. That planning is still in process.
- 6. Provided full text databases through the development of partnerships with member libraries contributing local funds of \$46,350, and state aid of \$25,000. For details on System reference databases see http://www.wcfls.lib.wi.us/links/links.htm.
- 7. Negotiated another intersystem agreement with Lakeshores Library System (Racine & Walworth). Similar agreements attempted with Milwaukee and Mid-Wisconsin library systems were not successful.

Administrative Services

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative/clerical support and providing distinct programs involving the provision of public information, public relations, promotional materials, and newsletters. Local library planning in this program received a 2002 NACO Achievement Award. The program includes publicity and public relations activities as well as direct administrative costs, so that this program does not completely reflect administrative cost requirements in ss 43.12 Wisc. Stat.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of member annual reports reviewed and submitted	16	16	16	16	0
# member library plans completed	2	2	2	2	0
# Library communities rating WCFLS effective	16	16	16	16	0
Staffing (FTE)	1.94	1.94	1.94	1.94	0.00

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Tax Levy	(\$159,616)	\$0	\$0	\$0	\$0
Total Revenues	\$361,407	\$233,370	\$231,913	\$244,068	\$10,698
Other Revenue	\$46,498	\$40,000	\$40,000	\$40,000	\$0
General Government	\$314,909	\$193,370	\$191,913	\$204,068	\$10,698
Total Expenditures	\$201,791	\$233,370	\$231,913	\$244,068	\$10,698
Interdept. Charges	\$40,938	\$64,279	\$62,044	\$67,997	\$3,718
Operating Expenses	\$78,266	\$73,470	\$73,695	\$75,914	\$2,444
Personnel Costs	\$82,587	\$95,621	\$96,174	\$100,157	\$4,536



Program Highlights

Personnel costs for this program reflect current staffing levels and County salary policy, as well as increases in benefit costs. Interdepartmental charges rise due to continued phase in of county charges for End User Technology fund, Total Cost of Ownership, and indirect overhead charges.

State aid increases \$10,698 within this program to representing the necessary state library aid allocation to cover budgeted program expenses. In total, department wide state library aid revenue increases \$1,308 based on the current 2003 allocation. Library aid is expected to be flat for the next two years.

KRC Research & Consulting conducted the national study for the American Library Association. It polled about 1,000 adult Americans in a national random-sample telephone survey conducted March &11. The estimated margin of error is 3 percent. WCFLS conducted a survey from June 7 to July 19 by the Survey Research Center at the University of Wisconsin-River Falls in conjunction with the Waukesha County Extension office.

- Almost 45% of the county respondents had used a library more than 11 times in the last year compared to 25% nationally.
- ➤ Nearly 83% of Waukesha County residents were either extremely satisfied or very satisfied with their public library. That compared to 60% in the nation. Nearly 88% of Waukesha County residents surveyed rated their library's use of tax funds as good or excellent, almost exactly the same rate as is found nationally.
- In Waukesha County 95% of respondents believe that libraries will continue to exist despite the Internet. That compares to 91% nationally.

Inter-Library Loans

Program Description

The System coordinates interlibrary loan services. For library users who need materials not available at their local library, an interlibrary loan request is sent to other libraries in the System. When requested materials are not found within the System area, those requests are sent to WCFLS' Interlibrary Loan Department for forwarding to libraries in Wisconsin and outside of the state.



Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$102,008	\$109,927	\$110,956	\$112,486	\$2,559
General Government	\$102,008	\$109,927	\$110,956	\$112,486	\$2,559
Total Expenditures:	\$102,008	\$109,927	\$110,956	\$112,486	\$2,559
Interdept. Charges	\$1,552	\$940	\$1,911	\$850	(\$90)
Operating Expenses	\$6,870	\$8,550	\$8,556	\$6,469	(\$2,081)
Personnel Costs	\$93,586	\$100,437	\$100,489	\$105,167	\$4,730
Staffing (FTE)	1.77	1.77	1.77	1.77	0.00
% of member library requests that are filled within WCFLS system	80%	75%	90%	80%	5%
Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change



Program Highlights

Personnel costs reflect salary and benefit increases to continue 1.77 FTE. Operating costs drop due to elimination of printing costs based on the use of web based applications and lower interlibrary loan software expenses.

The System coordinates public library interlibrary loan services in Waukesha County. For library users who need materials not available at their local library, an interlibrary loan request is sent to other libraries in the System. In 2002, a total of 16,300 requests were made and member libraries filled 80% of those requests. When requested materials are not found within the System those requests can be sent to other libraries in Wisconsin or to the Library System's Interlibrary Loan Department for forwarding to libraries outside of the state. The System's member libraries sent out 11,646 such requests for materials owned outside of the county in 2002.

Reference

Program Description

The System Reference Service helps libraries in Waukesha County with the more difficult and time-consuming questions asked by their users. Subscriptions to additional reference tools through the Internet are also included. The Reference Librarian develops and maintains the system web site and provides guidance to member libraries for their sites as well.



Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$107,008	\$112,970	\$118,639	\$109,581	(\$3,389)
General Government	\$107,008	\$112,970	\$118,639	\$109,581	(\$3,389)
Total Expenditures:	\$107,008	\$112,970	\$118,639	\$109,581	(\$3,389)
Interdept. Charges	\$486	\$940	\$940	\$850	(\$90)
Operating Expenses	\$75,048	\$78,730	\$84,380	\$73,966	(\$4,764)
Personnel Costs	\$31,474	\$33,300	\$33,319	\$34,765	\$1,465
Staffing (FTE)	0.50	0.50	0.50	0.50	0.00
% queries answered within 3 days	100%	100%	100%	100%	0%
# of reference queries	152	180	120	100	(80
Performance Measures	Actual	Budget	Estimate	Budget	Change
	2002	2003	2003	2004	Budge



Program Highlights

Personnel costs reflect salary and benefit increases to continue 0.50 FTE. Operating costs decrease mainly due to web development software costs of \$5,500, budgeted in 2003 to provide online reference resources, which are removed due to the department's focus on core business activities and lack of available state aid resources. Funding for full text databases is held flat at \$72,741. However, this level of funding may result in fewer databases purchased for county resident access. Databases are a WCFLS-Member Library partnership where the member libraries fund \$47,741 and WCFLS funds \$25,000 of the data base costs.

During 2002, the System sponsored four reference workshops that were attended by 95 librarians and others. The System and member libraries co-operatively purchased subscriptions to additional reference tools through the Internet. There were over 32,000 hits on the System's web page providing a subject index to 600 web sites useful to member libraries as they provide reference service to their constituents, and individual subject links pages were accessed over 7,000 times.

A portion of the System Reference Service helps libraries in Waukesha County with the more difficult and time-consuming questions asked by their users. One hundred and fifty-two questions were answered in 2002: Waukesha Public Library, the System's resource library, answered 67; 31 questions were answered by the System's reference librarian; 35 were answered by State Reference and Loan librarians; and assistance with nineteen more complex medical questions was provided through the System's contract with the Waukesha Memorial Hospital Medical Library.



Activity	2002 Actual	2003 Budget	Estimate	2004 Budget	Change
Databases for members	8	8	9	9	1
Database access	48,655	30,000	50,000	50,000	20,000

Automation Technology

Program Description

The Federated Library System works with the member libraries to maintain a telecommunications system using T-1 lines (high speed Internet access lines). Electronic books, databases, and digitization of library materials are the focus of current System activity. Two Programs, for Internet training as well as a cost effective mobile training lab, received 2002 NACO Achievement Awards.



Tax Levy	\$0	\$0	(\$5,825)	\$0	\$0
Total Revenues:	\$142,958	\$170,097	\$249,626	\$177,060	\$6,963
Other Revenue	\$0	\$18,934	\$8,825	\$11,639	(\$7,295)
Charges for Services	\$0	\$5,000	\$5,000	\$0	(\$5,000)
General Government	\$142,958	\$146,163	\$235,801	\$165,421	\$19,258
Total Expenditures:	\$142,958	\$170,097	\$243,801	\$177,060	\$6,963
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$8,877	\$5,243	\$5,243	\$4,301	(\$942)
Operating Expenses	\$61,970	\$86,636	\$160,364	\$88,494	\$1,858
Personnel Costs	\$72,111	\$78,218	\$78,194	\$84,265	\$6,047
Stailing (FTE)	1.05	1.05	1.05	1.05	0.00
Staffing (FTE)	1.05	1.05	1.05	1.05	0.00
Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Performance	2002	2003	2003	2004	Pudgo



Program Highlights

Personnel costs reflect salary and benefit increases to continue 1.05 FTE. Operating expenses increase \$1,858 reflecting a \$20,000 increase in general government Library Services and Technology Act (LSTA) Automation grant revenue to fund a portion of the system migration costs associated with the Sussex-Lisbon and Mukwonago libraries entry in the Waukesha Public Library automation system. This grant funded project increase is partially offset by a \$7,000 decrease for contracted maintenance associated with the WCFLS Wide Area Network (WAN). The remaining \$12,000 budgeted for contracted WAN maintenance provides coverage during library business hours only rather than the 24 hours - seven days a week coverage provided in 2003. Reductions of \$5,290 in the computer software and equipment portions of the system budget have also been made due to budget constraints leaving a budget of \$20,500 for WCFLS software, WISCNET and e-mail services. Operating and general government revenue also includes \$17,900 for continued LSTA grant funded system-wide technology training.

WCFLS has 3 mobile wireless computer labs for libraries to use for staff and patron training. Two of these labs contain 7 laptops, and the third has 10. Late 2002, additional laptops were purchased to bring all of the labs to 10. In 2002, these labs were used a minimum of 80 times in member libraries. Additionally, 150 public Internet training sessions were paid for through the Technology Education Achievement Board (TEACH) Wisconsin grant.

RMG and Associates was hired through a LSTA grant to create a report on resource-sharing technology models. This report looked at two possible models for resource sharing; a portal solution, utilizing a common protocol; and a single shared system. The report examined the costs of starting a new system from the ground up or utilizing an existing automation system in the county. From this report, the option of building on an existing system is being explored.

A partnership was begun with Milwaukee Public Library and other Milwaukee County libraries to explore future cooperative purchasing of online databases. Additionally, the netLibrary, electronic on-line books, collection grew to 4,720 items. There were 1,162 accesses by Waukesha County residents to this collection. This represents 6% of all of the accesses throughout the state.

Automation Technology (cont.)



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
T-1 lines maintained (High speed Internet data lines)	17	16	18	18	2
Use of mobile training labs	82	100	60	60	(40)
Public Internet training sessions	130	0	48	0	0
Public Internet training participants	1,400	0	1,500	0	0

Delivery & Communication Services

Program Description

Daily van delivery is provided to System member libraries and the academic libraries in the County. Because of van delivery service, Waukesha County residents can borrow and return library materials to any System member library, and those materials will be delivered to the library that owns them. The program saves substantial amounts in postage and handling.

Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$57,078	\$60,448	\$60,179	\$65,861	\$5,413
General Government	\$57,078	\$60,448	\$60,179	\$65,861	\$5,413
Total Expenditures:	\$57,078	\$60,448	\$60,179	\$65,861	\$5,413
Operating Expenses	\$54,624	\$57,875	\$57,585	\$63,144	\$5,269
Personnel Costs	\$2,454	\$2,573	\$2,594	\$2,717	\$144
Staffing (FTE)	0.04	0.04	0.04	0.04	0.00
	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budge Change



Program Highlights

There are nominal salary costs in this program because it is a contracted service.

The System runs internal 5 day per week delivery services and also contracts with another library system to get items shipped throughout the state. This budget reflects a change in the contract charges originally anticipated for 2002 but phased in through 2004. Daily van delivery is provided to System member libraries and academic libraries in the county. Because of van delivery service, Waukesha County residents can borrow and return library materials to any System member library, and those materials will be delivered to the library that owns them.

The System's daily van delivery service handled 132,437 items in 2002, saving all libraries substantial sums in postage and handling costs.



Activity	Actual	Budget	Estimate	Budget	Change
Items delivered by van for member libraries	132,437	130,000	164,000	205,000	75,000

Dudas

Continuing Education/Consulting

Program Description

Provides consultant help and continuing education opportunities for library staff and board members in member libraries.

Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$42,370	\$59,696	\$55,941	\$58,847	(\$849)
General Government	\$42,370	\$59,696	\$55,941	\$58,847	(\$849)
Total Expenditures:	\$42,370	\$59,696	\$55,941	\$58,847	(\$849)
Interdept. Charges	\$40	\$470	\$470	\$185	(\$285)
Operating Expenses	\$6,585	\$21,088	\$17,083	\$18,372	(\$2,716)
Personnel Costs	\$35,745	\$38,138	\$38,388	\$40,290	\$2,152
Staffing (FTE)	0.59	0.59	0.59	0.59	0.00
	Actual	Budget	Estimate	Budget	Change
	2002	2003	2003	2004	Budge



Program Highlights

Personnel costs reflect salary and benefit increases to continue 0.59 FTE. Operating costs drop due to reductions in training, travel, telephone, and consulting budgets. The 2004 budget includes \$5,000 of contractual services to conduct a circulation study which analyzes library usage from the standpoint of activities rather than the simply library materials circulation. Data from the study will be used to evaluate current service levels and the equity of the current levy distribution formula.

The System offers workshops and other training opportunities to library staff at all 16 public libraries in Waukesha County. In 2002, the System provided 41 training opportunities to member libraries' staff. Total attendance at these programs was 608 participants. Topics included visual merchandising in libraries, intellectual freedom and the Patriot Act, hiring and firing staff, reference for children, creating a library website, advanced WISCAT interlibrary loan procedures and more. In addition, the System contracts with other library systems to allow all our member libraries' staff to attend their training programs at no charge, more than doubling their training opportunities.



	2002	2003	2003	2004	Buaget
Activity	Actual	Budget	Estimate	Budget	Change
Classes for member lib. staff	41	40	40	40	0
Attendance	608	600	650	650	50
Total contact hours	1,957	2.000	2.000	2.000	0

Youth and Special User Services

Program Description

Provides consulting and continuing education opportunities on serving youths and users with disabilities and other special needs.

The System sponsors Summer Library Programs in each of the 16 libraries. This includes purchasing thousands of colorful posters, reading folders, certificates and bookmarks; arranging for reading prizes such as zoo passes, book store discounts and museum coupons; in addition to hiring storytellers, musicians, and other professional performers for 48 library programs. WCFLS member libraries offer over 500 additional performances and library activities. In 2002, 36,327 Waukesha County children participated in the wide variety of summer library programs at member libraries as compared to 31,001 in 2001. The Library Services Specialist works to insure excellence in library services to children throughout the county by conducting workshops and in-services for member library staff. In 2002 participation in five workshops and 2 informal training sessions totaled 145 attendees.

In 2002 WCFLS received a National Association of Counties (NACO) Achievement Awards for the Children's Choice Book Awards program.



\$100,854 \$0 \$100,854	\$113,548 \$2,000 \$115,548	\$190,021 \$2,000 \$192,021	\$114,457 \$2,000 \$116,457	\$909 \$0 \$909
· /	+ - /	· / -	7 , -	•
\$100,854	\$113,548	\$190,021	\$114,457	\$909
\$100,854	\$115,548	\$162,067	\$116,457	\$909
\$1,585	\$1,470	\$1,799	\$1,425	(\$45)
\$21,682	\$32,113	\$77,863	\$28,804	(\$3,309)
\$77,587	\$81,965	\$82,405	\$86,228	\$4,263
1.14	1.14	1.14	1.14	0.00
24 hrs	24 hrs	24 hrs	24 hrs	0 hrs
2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budge Chang
	Actual 24 hrs 1.14 \$77,587 \$21,682 \$1,585	Actual Budget 24 hrs 24 hrs 1.14 1.14 \$77,587 \$81,965 \$21,682 \$32,113 \$1,585 \$1,470	Actual Budget Estimate 24 hrs 24 hrs 24 hrs 1.14 1.14 1.14 \$77,587 \$81,965 \$82,405 \$21,682 \$32,113 \$77,863 \$1,585 \$1,470 \$1,799	Actual Budget Estimate Budget 24 hrs 24 hrs 24 hrs 24 hrs 1.14 1.14 1.14 1.14 \$77,587 \$81,965 \$82,405 \$86,228 \$21,682 \$32,113 \$77,863 \$28,804 \$1,585 \$1,470 \$1,799 \$1,425

Program Highlights

Personnel costs reflect salary and benefit increases to continue 1.14 FTE. Operating costs decrease due to less available state aid to provide training, travel, telephone, and consulting services. Contracts for providing performers for the summer reading program and special services to the disabled were reduced due to budget shortfalls.



Activity	2002 Actual	2003 2003 Budget Estimate		2004 Budget	Budget Change
Delivery of materials to homebound users	5,118	5,000	5,200	5,400	400
Summer Reading programs	48	48	48	48	0
Summer Reading attendance	36,327	35,000	35,000	35,000	0
Youth services workshops	7	5	6	6	1
Youth services workshop attendance	145	100	100	100	0
Staff attendance with community groups for special needs	23	20	32	35	15

Library Collection Development

Program Description

Provides funds for maintaining and improving the materials collection of all member libraries, especially the resource library, so all county residents have access to adequate collections of library materials.

In 2002, WCFLS received a National Association of Counties (NACO) Achievement Awards for the Waukesha County Reads program.



Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$24,328	\$25,738	\$26,642	\$28,423	\$2,685
Other Revenue	\$1,000	\$0	\$0	\$3,000	\$3,000
General Government	\$23,328	\$25,738	\$26,642	\$25,423	(\$315)
Total Expenditures:	\$24,328	\$25,738	\$26,642	\$28,423	\$2,685
Operating Expenses	\$17,032	\$17,958	\$18,808	\$20,200	\$2,242
Personnel Costs	\$7,296	\$7,780	\$7,834	\$8,223	\$443
Staffing (FTE)	0.12	0.12	0.12	0.12	0.00
System materials funds to libraries as percent of local library materials budgets	1.8%	2.0%	1.8%	0%	(2.0%)
Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change



Program Highlights

Personnel costs reflect salary and benefit increases to continue 0.12 FTE. Operating expenses increase slightly reflecting anticipated donation revenue of \$3,000 to help fund operational costs associated with Waukesha County Reads and Kids' Choice programming.

In 2002 the Library system initiated a new program, *Waukesha County Reads*. The WCFLS Public Relations Committee, comprised of 3 member library directors, 5 member library staff, and 2 WCFLS staff cooperatively planned and implemented the project over the course of the year. All 16-member libraries participated in sponsoring displays, book discussion groups and special events. The result was a highly successful program that garnered positive public support for the libraries and System and engaged Waukesha residents in reading and discussing the award winning book, *The Giver* by Lois Lowry. Combined with the 2,621 library checkouts 3,582 people participated in the first Waukesha County Reads program. Undoubtedly, many more enjoyed reading the book and discussing it with friends and family. Although it is extremely difficult to measure the success of a program as new and wide spread as Waukesha County Reads, significant book circulation and sales numbers, high program attendance and positive member library staff and public response lead the Waukesha County Federated Library System to conclude the initial program was a great success.



	2002	2003	2003	2004	Budget
Activity	Actual	Budget	Estimate	Budget	Change
Waukesha County Reads	3,582	0	3,500	4,000	4,000
Participants					
Net Library Books available	5,375	5,000	5,500	7,000	2,000

Payments to Member Libraries/Systems

Program Description

There are 18 municipalities that own and operate libraries in Waukesha County. The other 19 towns and villages without libraries are taxed by the county. WCFLS distributes funds to libraries so that they can provide service to residents that would otherwise have no library services. With these arrangements in place, all residents of Waukesha County have library access. The state then provides funds for additional services. This program also works with representatives of adjacent library systems and counties to develop funded borrowing agreements on behalf of WCFLS member libraries that are close to Waukesha County's borders.



Program Highlights

Personnel costs reflect salary and employee benefit cost increases to continue 0.36 FTE allocated to this program. Operating expenses increase \$217,305 mainly reflecting the \$225,082 increase, to \$2,769,187, in the County Special library tax levy on non-library communities. The levy increase of 8.8% is based on local library expenditures, excluding capital expenditures, and the percentage of non-library community borrowing as a percentage of total County borrowing.

Additionally, operating expenditures associated with materials grants to member libraries are reduced \$7,777 from the 2003 budget. Continuing base operating expenses include \$32,500 in state aid revenue grants to member libraries to assist in funding costs associated with shared services, \$71,898 in payments to the resource library (City of Waukesha) and \$97,620 in intersystem agreement revenue that is distributed with payments to member libraries who lend materials (inter-system borrowing) to Lakeshores Library System patrons (Non-Waukesha County Federated System).



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	714,162	786,609	786,609	872,187	85,578
Percent of Non Library Community Borrowing of Total County Borrowing	20.8%	20.9%	20.9%	21.4%	0.5%

Year	2000	2001	2002	2003	2004
Total Local Allowable Library Cost, for budget purposes (in millions)	\$9.82	\$10.47	\$11.29	\$12.18	\$12.93
Percent Increase Local Cost	4.93%	6.66%	7.80%	7.85%	6.24%

Mission

The Waukesha County Department of Parks and Land Use, working through a combination of recreation, education, public cooperation, and regulation is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County's cultural and natural resources, and to the health of its citizens.

Financial Summary					Change from	n 2003
		2003			Adopted B	udget
	2002	Adopted	2003	2004		
	Actual	Budget	Estimate(a)	Budget	\$	%
General Fund						
Expenditures (a)	\$9,145,473	\$9,941,060	\$10,027,349	\$10,295,257	\$354,197	3.6%
Revenues (b)	\$3,542,240	\$3,673,493	\$3,555,635	\$3,892,260	\$218,767	6.0%
Tax Levy	\$5,603,233	\$6,267,567	\$6,471,714	\$6,402,997	\$135,430	2.2%
Golf Courses						
Expenditures(c)	\$3,047,004	\$3,120,047	\$3,066,424	\$3,215,265	\$95,218	3.1%
Revenues	\$3,058,491	\$3,485,000	\$3,320,000	\$3,454,000	(\$31,000)	-0.9%
Oper inc/(loss) (c)	\$11,487	\$364,953	\$253,576	\$238,735	(\$126,218)	-34.6%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Ice Arenas						
Expenditures (c)	\$969,416	\$1,010,504	\$1,004,504	\$1,010,835	\$331	0.0%
Revenues (b)	\$933,709	\$1,010,504	\$1,004,504	\$1,010,835	\$331	0.0%
Oper inc/(loss) (c)	(\$35,707)	\$0	\$0	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Exposition Center						
Expenditures (a)(c)	\$742,751	\$776,418	\$778,335	\$819,930	\$43,512	5.6%
Revenues (b)	\$582,062	\$686,418	\$700,000	\$729,930	\$43,512	6.3%
Oper inc/(loss) (c)	(\$160,689)	(\$90,000)	(\$78,335)	(\$90,000)	\$0	0.0%
Tax Levy	\$90,000	\$90,000	\$90,000	\$90,000	\$0	0.0%
Materials Recovery Facility F	und					
Expenditures (c)	\$1,540,359	\$1,710,834	\$1,676,019	\$1,934,867	\$224,033	13.1%
Revenues (b)	\$2,253,265	\$2,335,000	\$2,041,600	\$2,679,250	\$344,250	14.7%
Oper inc/(loss) (c)	\$712,906	\$624,166	\$365,581	\$744,383	\$120,217	19.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	0.0%

- (a) The 2003 estimate exceeds 2003 adopted budget to include additional expenditure authority carried over from 2002 and changes approved by ordinance.
- (b) The 2004 revenue budget includes fund balance appropriations of \$1,409,930: \$90,000 within the General Fund, \$119,930 within the Exposition Center Fund, \$650,000 within the Materials Recycling Facility Fund and \$550,000 within Tarmann Fund consisting of \$150,000 Golf Course Fund, \$100,000 General Fund, \$200,000 Material Recycling Facility Fund and \$100,000 Tarmann Fund balance representing prior year park excess fee revenues. The 2003 revenue budget includes fund balance appropriations of \$1,253,504: \$50,000 within the General Fund, \$3,504 within the Ice Arenas, \$650,000 within the Materials Recycling Facility and \$550,000 within the Tarmann Fund consisting of \$250,000 Golf Course Fund, \$150,000 General Fund and \$150,000 Material Recycling Facility Fund balance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.

	2002	2003 2002 Adopted 2003 2004				Change from 2003 Adopted Budget	
	Actual	Budget	Estimate(a)	2004 Budget	\$	%	
		<u> </u>		<u> </u>	·		
Tarmann Fund							
Expenditures (a)	\$758,233	\$1,000,000	\$1,225,000	\$1,000,000	\$0	0.0%	
Revenues (b)	\$871,648	\$1,000,000	\$1,590,000	\$1,000,000	\$0	0.0%	
Tax Levy (d)	(\$113,415)	\$0	(\$365,000)	\$0	\$0	0.0%	
Land Information System Fund							
Expenditures(a)	\$410,876	\$473,712	\$611,565	\$553,758	\$80,046	16.9%	
Revenues	\$825.074	\$473,712	\$1,017,500	\$553,758	\$80,046	16.9%	
Tax Levy (d)	(\$414,198)	\$0	(\$405,935)	\$0	\$0	0.0%	
Total All Funds							
Expenditures (a) (c)	\$16,614,112	\$18,032,575	\$18,389,196	\$18,829,912	\$797,337	4.4%	
Revenues (b)	\$12,066,489	\$12,664,127	\$13,229,239	\$13,320,033	\$655,906	5.2%	
Oper inc/(loss) (c)	\$527,997	\$899,119	\$540,822	\$893,118	(\$6,001)	-0.7%	
Tax Levy (d)	\$5,165,620	\$6,357,567	\$5,790,779	\$6,492,997	\$135,430	2.1%	
Position Summary All Fund (FTE)							
Regular Positions	114.00	115.50	115.50	115.50	0.00		
Extra Help	80.63	80.48	81.15	79.31	(1.17)		
Overtime	3.77	4.13	4.13	3.93	(0.20)		
Total	198.40	200.11	200.78	198.74	(1.37)		

- (a) The 2003 estimate exceeds 2003 adopted budget to include additional expenditure authority carried over from 2002 and changes approved by ordinance.
- (b) The 2004 revenue budget includes fund balance appropriations of \$1,409,930: \$90,000 within the General Fund, \$119,930 within the Exposition Center Fund, \$650,000 within the Materials Recycling Facility Fund and \$550,000 within Tarmann Fund consisting of \$150,000 Golf Course Fund, \$100,000 General Fund, \$200,000 Material Recycling Facility Fund and \$100,000 Tarmann Fund balance representing prior year park excess fee revenues. The 2003 revenue budget includes fund balance appropriations of \$1,253,504: \$50,000 within the General Fund, \$3,504 within the Ice Arenas, \$650,000 within the Materials Recycling Facility and \$550,000 within the Tarmann Fund consisting of \$250,000 Golf Course Fund, \$150,000 General Fund and \$150,000 Material Recycling Facility Fund balance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (d) Amount shown for 2002 is actual expenditures less actual revenues; total all funds budget 2002 tax levy was \$6,132,042.

Fund Purpose

The Department of Parks & Land Use general fund operations are responsible for: acquisition, development, operation, and maintenance of park, open space, and recreation facilities; administration of the Shoreland and Floodland Protections Ordinance, the Stormwater Management Program and Zoning Code; encouraging planned and orderly land use development; administration of Humane Animal program, restaurant and retail food licensing programs, water and septic inspections/permit issuance, solid waste management programs, land and water resource management programs.

Financial Summary

•	2002	2003 Adopted	2003	2004	Change from 2 Adopted Bud	
	Actual	Budget	Estimate	Budget	\$	%
General Fund		-		-		
Personnel Costs	\$6,338,623	\$6,782,863	\$6,776,367	\$7,095,529	\$312,666	4.6%
Operating Expenses (a)	\$1,726,134	\$2,015,345	\$2,046,269	\$2,008,040	(\$7,305)	-0.4%
Interdept. Charges	\$908,567	\$987,202	\$982,673	\$1,031,688	\$44,486	4.5%
Fixed Assets	\$172,149	\$155,650	\$222,040	\$160,000	\$4,350	2.8%
Total Expenditures	\$9,145,473	\$9,941,060	\$10,027,349	\$10,295,257	\$354,197	3.6%
General Government	\$462,588	\$444,628	\$439,746	\$542,260	\$97,632	22.0%
Fine/Licenses	\$952,023	\$945,000	\$945,000	\$1,020,800	\$75,800	8.0%
Charges for Services	\$1,596,851	\$1,639,119	\$1,547,584	\$1,644,000	\$4,881	0.3%
Interdepartmental	\$464,327	\$505,446	\$508,905	\$506,300	\$854	0.2%
Other Revenue (b)	\$66,451	\$139,300	\$114,400	\$178,900	\$39,600	28.4%
Total Revenues	\$3,542,240	\$3,673,493	\$3,555,635	\$3,892,260	\$218,767	6.0%
Tax Levy (c)	\$5,603,233	\$6,267,567	\$6,471,714	\$6,402,997	\$135,430	2.2%
Position Summary (FTE)						
Regular Positions	92.50	93.00	93.00	93.00	0.00	
Extra Help	45.92	46.90	47.59	46.12	(0.78)	
Overtime	2.59	2.63	2.63	2.61	(0.02)	
Total	141.01	142.53	143.21	141.73	(0.80)	

⁽a) The 2003 estimate exceeds budget to include additional expenditure authority carried over from 2002 and changes approved by ordinance.

⁽b) The 2004 budget includes fund balance appropriations of \$40,000 for the brownfield recycling initiative and \$50,000 for Bugline Trail extension. The 2003 budget includes fund balance appropriations of \$50,000 for one-time items.

⁽c) Adopted 2002 tax levy was \$6,132,042. Amount shown reflects 2002 actual expenses less revenue.

Departmental Objectives

Land Resources

- 1. Manage the first full year of a countywide yard waste composting and mineral extraction operation in the town of Genesee in cooperation with local communities. Apply for State Department of Natural Resources (DNR) Recycling Efficiency grant to reduce operating costs. Continue entering intergovernmental agreements with communities (Goal 3.9) (ongoing).
- 2. Draft updates to the County Erosion Control and Stormwater Management Ordinance as needed to comply with newly adopted state nonpoint pollution performance standards (Goal 3.15) (3rd quarter).
- 3. Continue development of a stormwater management database and demonstrate its use by communities over the Internet as part of Pewaukee Lake water quality planning effort, using DNR grant funds (Goal 4.1) (4th quarter).
- 4. Initiate process to develop a Watershed Protection Plan for Pebble Creek, using DNR grant funds. Plan will facilitate intergovernmental cooperation on land use and storm water planning in the watershed (Goal 3.15) (ongoing).
- 5. Combine Agricultural/Business Hazardous Waste and Household Hazardous Waste under one cost center to reflect the administrative integration of the two programs (Goals 3.7 and 3.8) (1st guarter).
- 6. Partner with the new DNR Wisconsin Green Schools program to provide incentives, assistance and recognition to schools implementing pollution prevention, conservation and waste reduction practices (Goal 3.11) (ongoing).
- 7. Implement second round of nonmetallic mine reclamation plans in accordance with County ordinance and established permit schedules (ongoing).
- 8. In partnership with municipalities, landfill operators, farms and agri-businesses, facilitate cost-effective, convenient programs to manage hazardous waste and reduce generation of waste in order to minimize negative environmental impact (Goal 3.8) (ongoing).
- 9. Continue participating in the Pollution Prevention (P2) Team with other county departments to manage the county's internal waste reduction and pollution prevention efforts and emphasize energy saving opportunities (Goal 3.10) (ongoing).

Planning

- 1. Commence working with Smart Growth Planning Committee, established in 2003 to develop new Smart Growth compliant Land Use Plan for Waukesha County (Goal 2.2)(1st guarter).
- 2. Develop Subdivision and Certified Survey Map database standards and begin populating database with link to Land Information System (Goal 4.1) (3rd quarter).
- 3. Populate Zoning Permit and Conditional Use databases with link to Land Information Systems (Goal 1.15) (ongoing).
- 4. Prepare and complete 2004 Land Use Plan Amendments (Goal 2.2).
- 5. Continue development of Web based permit systems for online permitting (Goal 1.11 and 4.1-Admin)(ongoing).
- 6. Continue to work with communities to complete Shoreland and Zoning Code Amendments (Goal 2.3) (3rd quarter).
- 7. Finalize Procedure Manual update on intranet (1st quarter).
- 8. Assist the Town of Vernon with development of amendments to their previously approved Land Use Plan (Goal 2.2) (ongoing).
- 9. Prepare Shoreland Buffer Ordinance based on Lakes Classification Study (Goal 2.3)(4th Quarter).

Environmental Health

- 1. Division continues implementation of a single electronic system for our major program areas: private sewage system permitting, water sample analysis, and preliminary site evaluations. The development of the system will include digital images of wells and private sewage system installations. Currently a bar code system is being tested (Goal 4.1) (3rd quarter).
- 2. Implement Spill Prevention Control and Counter Measure plans for affected facilities, addressing operating procedures for oil spills. (Goal 3.3)(ongoing)
- 3. Continue to upgrade private sewage system maintenance program to include additional lake management districts or sanitary districts (Goal 3.2) (ongoing).
- 4. Provide input into County emergency management and bioterrorism plans (ongoing).
- 5. Survey municipalities and private beach operations on beach water quality testing and provide information on Wisconsin Division of Health water quality guidelines and divisions beach monitoring program (ongoing).
- 6. West Nile surveillance and education will be adjusted in 2004 dependant on amount of funding provided by the Center for Disease Control to the states (2nd and 3rd quarters).
- 7. Implement database for the tracking of Humane Animal Program information (2nd quarter).

Parks

- 1. Implement the Legacy Parkland Acquisition Program for the acquisition of lands identified in the County's Park and Open Space Plan and partner with non-profit conservation organizations and local units of government whose land acquisitions are the same as the County's (Goal 2.1)(ongoing).
- 2. Develop and implement, over the next year, a public information plan to increase park system visibility and inform the customer of new and existing park system programs and events (Goal 1.10) (2nd quarter).
- 3. Establish guidelines for working with volunteers in the park system, to enhance implementation of park system programs through volunteer efforts (Goal 1.15)(ongoing).
- 4. In conformance with the State of Wisconsin Stewardship grant guidelines, update the County's Park and Open Space Plan (Goal 2.1(4th quarter).
- 5. Investigate and implement park code enforcement policies and procedures (Goal 1.3)(2nd quarter).
- 6. Explore GIS solutions for increased efficiency in the administration of parks boundary encroachment, park maintenance scheduling, and park design and development (Goal 1.8 and 4.1)(2nd quarter).
- 7. Implement a web based real time online park system facility reservation system (Goal 4.5) (2nd quarter).
- 8. Initiate the process required to achieve the status as an accredited park agency through the National Recreation and Parks Association (Goal 1.8) (2003 2005).

Administration

- 1. Develop databases that will allow the linking of permit and file information to properties displayed in the County Land Information System (Goal 4.1)(1st 4th quarters).
- 2. Develop phase II of the Department's web page. Phase II will allow service users to submit permit application forms and forward payments on-line (Goal 4.2)(2nd and 3rd quarters).
- 3. Participate on the Metro Landfill Siting Committee for anticipated expansion at Waste Management's Metro Landfill in the City of Franklin (Goal 3.8) (ongoing).
- 4. Rehost the Department's mail management system onto a network server (Goal 4.3)(4th Quarter).
- 5. Further develop and update the department's revenue fee schedule based on cost recovery analysis of Land Resources and Planning program area permitting activities (2nd Quarter 2004)
- 6. Develop a comprehensive list of all County owned facilities and land parcels for their current and potential County Public use. Where no public use is determined, and does not implement the County's Park and Open Space Plan, this land may be sold to the general public. Proceeds of lands sold would be placed in the Tarmann Parkland Acquisition Fund for future parkland acquisitions. (4th qtr. 2004).
- 7. In conjunction with the Airport Commission, develop a comprehensive land use / business plan for the Expo Center and Airport grounds to be reviewed and approved by standing committees and the County Board (3rd qtr. 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

Land Resources

- 1. Conducted a telephone survey of county residents to measure participation in and understanding of recycling and water quality programs.
- 2. Reduced the cost for the household hazardous waste program through a cooperative agreement with Superior Emerald Park Landfill Standing Committee.
- 3. Facilitated a State Department of Natural Resources (DNR) Recycling Efficiency Incentive grant received by several county municipalities to help fund the SE Wisconsin Waste Reduction Coalition and to improve waste reduction and recycling education in those communities. Updated and promoted the county recycling website to businesses and residents.
- 4. Collected more than 400 pounds of mercury-containing products from residents and schools under the DNR Mercury Reduction Grant.
- 5. Improved inter-departmental communication and compliance with environmental requirements through the county Pollution Prevention Team actions, including facility assessments, an employee information site on the intranet and articles in the County Beat.
- 6. Completed Conditional Use permit applications for the composting and mining operation on County property in the Town of Genesee. Obtained DNR permit to remove landfill from the property and drafted new boundary agreement with adjacent property owner. Negotiated contracts with municipalities to participate and received a Recycling Efficiency Incentive (REI) grant to offset municipal yard waste tip fees.
- 7. Completed stream bank stabilization on County park property (old Fox River Inn Vernon) using funding from the Fox River Commission (FRC), Federal Housing and Urban Development (HUD) and DNR.
- 8. Completed wetland restoration project on the Hintz property using funding from FRC, DNR and the Federal Environmental Protection Agency (EPA).
- 9. Completed installation of a multi-landowner grassed waterway system in Section 25, Town of Vernon to mitigate flooding and erosion problems in the area (funded by DNR, FRC and United States Department of Agriculture (USDA)).
- 10. Began implementation of the CREP program with the use of the county's Land Information System.

Planning

- 1. Completed Waukesha County Street and Highway Width Map Ordinance amendments and hosted on internet.
- 2. Developed Zoning Permit database and began populating database.
- 3. Worked on populating Conditional Use database.
- 4. Assist the Director with Smart Growth preliminary planning and proposed work assignments.
- 5. Prepared and held numerous meetings on Shoreland and Zoning code amendments.
- 6. Completed Lakes Classification Study.
- 7. Completed Waukesha County Land Development Plan amendments.
- 8. Installed Zoning Ordinance Maps for Towns as PDF files on the internet.
- 9. Printed new 2003 Street Atlas.

Environmental Health

- 1. Completed review of beach sampling procedures and developed a more proactive sampling and reporting procedure in cooperation with Parks Division.
- 2. Developed draft Spill Prevention, Control and Countermeasure plans for seven county facilities.
- 3. Staff became certified to process wastewater samples to monitor performance of new technology private sewage systems.
- 4. The department met with Executive Director of the Waukesha County Humane Animal Welfare Society (HAWS) to determine if components of the Humane Animal program could be transferred to HAWS. It was determined by the Executive Director for HAWS that taking over the animal abuse and neglect investigations from the department would be prohibitively expensive and HAWS could not undertake such an endeavor without significant funding by the county.
- 5. Partnered with Land Resources Division to complete waste assessments of Sheriff department operations.

Parks

- 1. Acquired over 211 acres of parkland through the Tarmann Fund Legacy Parkland Acquisition program.
- 2. Completed the following projects; Pavement Management Projects, Nag-Waukee Park renovation projects, Wanaki Golf Course golf car paths, Naga-Waukee and Fox River Park way-finding signage and the Grand Opening of Fox River Park.
- 3. Successfully conducted the following special events; Apple Harvest Festival, candle light hikes, Waukesha Winter Jamboree, First Star Eve and the Spooka Minooka Halloween event.
- 4. Reevaluated and developed an environmental education and training program for area teacher environmental education.
- 5. Evaluated existing park facility reservation procedures and implemented new procedures for extended use reservation requests by non-profit organizations.
- 6. Completed an analysis, and made a decision on, garbage collection alternatives for the county park system.
- 7. In cooperation with the Environmental Health Division developed and implemented revised beach water quality testing procedures.
- 8. Implemented an automated park facility reservation system.

Administration

- 1. Completed phase I of the Department web-page providing users with comprehensive information regarding services including permit and license application forms.
- 2. Pursued rezoning of county owned lands for the construction of the jail addition and related facilities.
- 3. Compiled historic drainage and stormwater planning data for the Waukesha County Expo and Airport grounds. Identified for Airport staff the essential elements of a stormwater management study Request for Proposals.
- 4. Evaluated and acquired a software program for the storage and retrieval of digital photography related to permit and license files. Images will be linked to the electronic file systems and GIS.

CURRENT AND PROPOSED CAPITAL PROJECTS

		Expected	Total	Est. %	Estimated	A=Annual
Proj.		Completion	Project	Complete	Operating	T=
#	Project Name	<u>Year</u>	<u>Cost</u>	<u>End of 03</u>	<u>Impact</u>	One-Time
9326	Fox River Park Dev. (a) (b)	2003	\$2,474,572	100%	\$130,500	А
9703	Pavement Management Plan	Ongoing	\$400,000/Yr	Ongoing	\$0	
9804	Lake Country Trail Phase 2	2004	\$434,700	50%	\$0	
9805	Retzer Nature Center Bldg. Expansion (b)	2003	\$1,299,200	0%	\$19,000	А
200014	Bikeway Improvement (c)	2006	\$820,000	10%	\$0	

Refer to Capital Project Summary for additional project information.

- (a) Estimated 2003 on-going operating costs does not include offsetting revenues estimated at 30% of operating costs. Also, does not include approximately \$237,000 of one-time equipment purchases made between 2001 and 2003.
- (b) Project coordinated with Facilities Management.
- (c) Total project cost is approximately \$4,000,000. Federal TEA-21 funding is anticipated to provide 80% of project construction costs.

Land Resources Solid Waste Planning, Implementation & Education

Program Description

Plan, coordinate and implement an integrated solid waste management system in partnership with municipalities, emphasizing waste reduction, composting, and recycling per the state solid waste management hierarchy. Participate in a consolidated approach to managing the county's internal waste reduction and pollution prevention efforts. Participate on local landfill and waste facility siting and monitoring committees.

Provide educational technical assistance to municipal officials and staff, businesses and the public on appropriate waste management techniques including waste reduction, composting, recycling, household hazardous waste, and special waste disposal. Manage the Yard Waste Compost Project in cooperation with municipalities and the private operator.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% business compliance	96%	98%	98%	98%	-
%leaving grass clippings on lawn	84%	90%	84%	84%	(6%)
Operating Costs offset by landfill revenue	\$336,183	\$290,000	\$300,000	\$340,000	\$50,000
Staffing (FTE)	5.22	5.43	5.43	5.05	(0.38)
Personnel Costs	\$242,510	\$264,030	\$263,905	\$274,455	\$10,425
Operating Expenses	\$58,219	\$201,600	\$125,700	\$202,015	\$415
Interdept. Charges	\$42,344	\$33,098	\$33,338	\$26,740	(\$6,358)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$343,073	\$498,728	\$422,943	\$503,210	\$4,482
General Government	\$45,834	\$48,253	\$48,250	\$103,860	\$55,607
Charges for Services	\$336,183	\$410,000	\$300,000	\$418,000	\$8,000
Interdepartmental	\$19,967	\$21,150	\$21,500	\$23,000	\$1,850
Other Revenue	\$3,763	\$48,100	\$22,800	\$49,900	\$1,800
Total Revenues	\$405,747	\$527,503	\$392,550	\$594,760	\$67,257
Tax Levy	(\$62,674)	(\$28,775)	\$30,393	(\$91,550)	(\$62,775)



Program Highlights

Personnel costs increase \$10,425 reflecting general wage and benefit increases for 5.05 FTE and a reduction in temporary extra help of 0.38 FTE or \$11,094.

The division will manage the privately-operated county Yard Waste Composting Project on county-owned property. Resulting compost will be used to reclaim the adjacent county gravel pit. Total material processed is estimated at 8,600 tons (5,600 tons yard waste and 3,000 tons wood waste). The \$42,000 of municipal yard waste tip fee revenue budgeted in 2003, will be replaced by 2003 DNR Recycling Efficiency Incentive (REI) grant revenue, eliminating the need for a tip fee in 2004 for currently participating and new municipalities. Municipalities will still pay \$26 per ton to process wood waste. The County is expected to be eligible for additional REI grant(s) based on continued development of shared services related to adding new municipalities to the MRF and County compost programs. The additional REI grant funds will be appropriated in future years to replace/reduce municipal tip fees.

The division will partner with the Wisconsin Green Schools program to provide incentives, assistance and recognition to schools implementing pollution prevention, conservation and waste reduction practices.

Land Resources Solid Waste Planning, Implementation & Education (cont.)

Continuing programs include business recycling assistance and the provision of voluntary waste assessments and information on special item disposal, coordination of in-house office paper collection program, further development and implementation of an action plan for waste reduction and energy savings in county operations, using the Department of Parks and Land Use as a model, and involvement in the regional waste reduction coalition. The coalition will continue to seek grant, foundation, and municipal funding to expand successful programs to new geographical areas. Projects include the annual Be Smart Scholarship Competition, festival waste reduction, and Green Pages publication. The Coalition has a 20 member Steering committee representing municipalities, state agencies, and non-profit groups as well as 6 business sponsors, and more than 30 participating partners. County staff chairs the Steering Committee and serve on subcommittees.

A reduction in countywide newsletter mailing has resulted in a postage cost reduction of \$7,500 in Interdepartmental charges. These costs are partially offset by an increase in end user computer charges of \$1,300.

General governmental revenues from recycling grants fund a portion of a Recycling Specialist position and program interns. The recycling grant allocation has been increased \$13,607 to fund the cost to continue existing staff levels. In addition, General Government revenues include the \$42,000 REI recycling grant of \$42,000 that will be used to offset municipal yard waste tip fees in 2004. Charges for services include an increase of \$50,000 in Landfill Siting fees and a reduction of \$42,000 in municipal yard waste tip fees, which is replaced with REI grant funds.



Activity

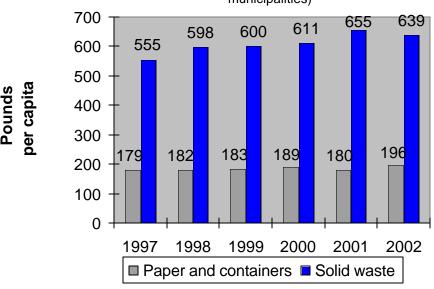
sites were added in 2002.

	2002 Actual	2003 Budget	2003 Est.	2004 Budget	Budget Change
Tons of yard waste (all Municipalities)	22,853	23,000	23,000	23,000	-
Tons of office paper recycled – county	111	200	120	120	(80)
Number of business inspections	50	65	70	70	5
Tons of textiles recycled @ drop off sites	1,750	0	1,800	1,800	1,800
lbs. of Computers Recycled (a)	104,000	138,000	120,000	120,000	(18,000)
(a)Residential computer recycling began	in May 2000 at	two municipal	recycling sites.	Ethan Allen and	New Berlin

Land Resources Solid Waste Planning, Implementation & Education (cont.)

Waukesha County Recycling and Solid Waste

Annual Generation Per Capita (Reported by MRF, haulers, and municipalities)



The above chart shows a general upward trend in per capita generation of residential waste countywide over the past several years, with relatively flat recycling. However in 2002, there was a 2% decrease in solid waste and a 9% increase in recycling on a per capita basis.

Household Hazardous Waste

Program Description

In partnership with municipalities, which provide one third of contractor costs, provide an ongoing, convenient program to properly manage household hazardous waste. Coordinate program funded by Superior Emerald Park Landfill (SEPL) Standing Committee and integrate into county program to maximize service to residents and minimize cost to county and municipalities.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of HHW Per household	47.7	53.3	48.9	48.9	(4.4)
Disposal costs per household	\$22.67	\$40.83	\$27.22	\$27.22	(\$13.61)
Disposal cost per Pound	\$.49	\$.76	\$.56	\$.56	(\$0.20)
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
(a.)					
Personnel Costs	\$18,446	\$19,994	\$19,926	\$21,312	\$1,318
Operating Expenses (a)	\$107,280	\$122,500	\$140,000	\$142,500	\$20,000
Interdept. Charges	\$443	\$0	\$0	\$0	\$0
Total Expenditures:	\$126,169	\$142,494	\$159,926	\$163,812	\$21,318
General Government	\$34,703	\$51,700	\$51,700	\$72,700	\$21,000
Total Revenues:	\$34,703	\$51,700	\$51,700	\$72,700	\$21,000
Tax Levy	\$91,466	\$90,794	\$108,226	\$91,112	\$318

⁽b.) The 2003 estimate exceed budget. The department does not anticipate the need for a fund transfer due to expenditures below budget in other general fund program appropriations.





Program Highlights

The budget continues a multi-year agreement with Superior Emerald Park Standing Committee and Onyx Environmental Services for the household hazardous waste (HHW) program under which SEPL funds are exhausted first, then the county pays up to it's maximum budgeted amount of \$122,500. Activity for the combined program is shown in this budget. Participation has leveled off due to longevity of the program. Promotion of product exchanges will continue at ongoing sites for reuse of unwanted automotive care, household and garden products.

Operating Expenses increase due to shifting the \$20,000 Agricultural Hazardous Waste program out of land conservation into the solid waste budget \$20,000. The program is currently managed by solid waste staff and is run in conjunction with the county's ongoing HHW program. Agricultural and household hazardous waste grant programs have been consolidated into one agency at the state level.

General government revenue includes the municipal cost share of \$36,700, a \$15,000 DNR household hazardous waste grant that replaces a two-year mercury reduction grant, and a \$21,000 Agricultural Clean Sweep Grant administered by Wisconsin DATCP that was previously budgeted in the Land Resources – Agricultural Land and Water program.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Households served	4,540	3,000	4,500	4,500	1,500
Pounds of waste collected	216,379	160,000	220,000	220,000	60,000
# of Households using product exchange	41	150	100	120	(30)

Land Resources Agricultural Land & Water

Program Description

Provide technical, educational, and financial assistance to rural landowners to help them comply with soil erosion and runoff pollution control requirements and to meet clean water goals in targeted watersheds. Assist communities with preserving prime farmland and environmental corridors in cooperation with land use, park, and open space planning efforts. Assist farmers with crop damage caused by wildlife through a service contract with the USDA. A multi-year work plan is contained in the adopted county Land and Water Resource Management Plan and is carried out through a variety of federal, state and local programs and grants.



	2002	2003	2003	2004	Budget
Performance Measures	Actual	Budget E	Stimate	Budget	Change
% cropland fields eroding >"T"	10%	10%	10%	10%	0%
"T" is a state and federal star	ndard for the	"tolerable" erosion	rate for a	soil to maintair	long-term

productivity.

Staffing (FTE)	2.95	2.95	2.95	2.95	0.00
Personnel Costs	\$178,180	\$174,940	\$170,609	\$180,108	\$5,168
Operating Expenses	\$85,562	\$112,200	\$111,800	\$146,900	\$34,700
Interdept. Charges	\$8,393	\$16,560	\$15,801	\$17,140	\$580
Total Expenditures:	\$272,135	\$303,700	\$298,210	\$344,148	\$40,448
General Government	\$162,582	\$169,200	\$165,321	\$198,200	\$29,000
Total Revenues:	\$162,582	\$169,200	\$165,321	\$198,200	\$29,000
Tax Levy	\$109,553	\$134,500	\$132,889	\$145,948	\$11,448



Program Highlights

Personnel costs reflect salary and benefit increases to continue 2.95 FTE.

Operating expenses increase mainly due to \$25,000 for the first year of a 2 year DNR grant to prepare a Watershed Protection Plan for Pebble Creek, a \$30,000 increase for DATCP landowner cost share agreements and a \$20,000 reduction due to the transfer of agricultural clean sweep program to Household Hazardous Waste Program.

Overall revenue increases \$29,000, revenue changes include; reduction of \$4,000 in DATCP staffing grants, \$30,000 increase to offset DATCP cost share grants, increased DNR grant of \$25,000 to offset Pebble Creek project and \$22,000 reduction due to transfer of agricultural clean sweep grant fund to the HHW program.



Activity	2002 2003 Actual Budget E		2003 Estimate	2004 Budget	Budget Change
Acres of farm conservation Plans Completed	2,540*	3,000	1,790	2,500	(500)
Number of Conservation Practices Installed	142*	130	115	110	(20)
Amount of cost share \$ distributed	\$107,428	\$39,652	\$20,363	\$44,000	\$4,348

^{*}These numbers are estimated using available data through NRCS tracking system .

Land Resources Urban Land & Water

Program Description

Control soil erosion and stormwater runoff pollution from construction sites, land developments, and non-metallic mining operations primarily through code enforcement activities. Provide technical, educational, and financial assistance to municipalities and lake districts to facilitate watershed-based stormwater and land use planning aimed at flood prevention and protection of water quality as lands are developed. Promote citizen action to protect county water resources through a variety of educational programs targeting youth and adult audiences. A multi-year work plan is contained in the adopted county Land and Water Resource Management Plan and is carried out in cooperation with local units of government and through grant funds.



	2002	2003	2003	2004	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
First response turn around time					
for storm water permit application	8	-	8	8	8
(working days). Benchmark 20 days					
Staffing (FTE)	3.45	3.45	3.45	3.45	0.00
Personnel Costs	\$202,095	\$240,091	\$237,341	\$250,370	\$10,279
Operating Expenses	\$55,918	\$39,200	\$38,400	\$18,000	(\$21,200)
Interdept. Charges	\$16,644	\$22,489	\$21,568	\$19,750	(\$2,739)
Fixed Assets	\$8,500	\$6,800	\$6,800	\$0	(\$6,800)
Total Expenditures:	\$283,157	\$308,580	\$304,109	\$288,120	(\$20,460)
General Government	\$119,757	\$103,000	\$102,000	\$90,000	(\$13,000)
Charges for Services	\$43,510	\$47,000	\$47,000	\$52,000	\$5,000
Interdepartmental	\$7,308	\$8,305	\$8,305	\$8,800	\$495
Other Revenue	\$462	\$4,000	\$2,100	\$2,000	(\$2,000)
Total Revenues:	\$171,037	\$162,305	\$159,405	\$152,800	(\$9,505)
Tax Levy	\$112,120	\$146,275	\$144,704	\$135,320	(\$10,955)



Program Highlights

Personnel costs increases are due to continue existing staff levels.

Operating expenses are reduced mainly due to eliminating \$12,000 of storm water database funding (project completed in 2003) and reduction of \$5,000 for storm water grants to Waukesha County Drainage Board for preparation of flood study within Pebble Creek. Interdepartmental charges are reduced \$2,800 mainly due to a reduction in computer replacement charges.

General governmental revenues include a \$1,000 reduction in state DATCP land conservation staffing grant and elimination of the \$12,000 DNR storm water grant. Charges for services increase \$5,000 for storm water permits based on current trends and proposed fee increases.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Bud Chg
Number of educational presentations/events	17	25	20	25	0
Number of erosion control/ stormwater permits	91	70	75	75	5
Number of inspections conducted	373	300	375	350	50
Number of technical referrals	46	50	30	30	(20)
Tons of sediment reduced from construction sites	4,277	3,290	3,525	3,525	235

Planning

Program Description

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include a lakes classification system development, land use planning and zoning assistance to public and communities, implementation of the County Development Plan. Prepare recommendations for rezoning, conditional use, conduct site plan reviews and other land use guidance to the public and other municipalities.

Tax Levy	\$476,532	\$530,060	\$527,938	\$543,119	\$13,059
Total Revenues:	\$70,936	\$67,500	\$67,500	\$72,500	\$5,000
Other Revenue	\$20,001	\$22,000	\$22,000	\$22,000	\$0
Interdepartmental	\$45	\$500	\$500	\$500	\$0
Charges for Services	\$50,890	\$45,000	\$45,000	\$50,000	\$5,000
Total Expenditures:	\$547,468	\$597,560	\$595,438	\$615,619	\$18,059
Interdept. Charges	\$40,937	\$41,930	\$51,255	\$52,346	\$10,416
Operating Expenses	\$49,267	\$31,180	\$33,675	\$22,500	(\$8,680)
Personnel Costs	\$457,264	\$524,450	\$510,508	\$540,773	\$16,323
	0.00	1100	7.00	1100	0.00
Staffing (FTE)	8.03	7.95	7.95	7.95	0.00
	Actual	Budget	Estimate	Budget	Change
	2002	2003	2003	2004	Budget



Program Highlights

Personnel costs reflect cost to continue current staffing level.

Operating expenses include a reduction of \$8,000 due to the elimination of printing costs associated with production of a new county atlas. The county atlas is updated on a periodic basis and funding will not be required for several years. Interdepartmental charges have increased mainly due to an additional \$9,000 being budgeted for postage. The postage increase is needed to more accurately reflect actual level of spending.

Planning assistance to community revenues are increased \$5,000 to offset staff salary increases and due to additional services being provided to communities.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of mtgs w/town plan commissions under contract	-	-	50	50	N/A
# of towns under contract for planning services	4	4	4	4	0

Code Enforcement/Zoning

Program Description

Administration and enforcement of the Waukesha County Zoning Code and the Waukesha County Shoreland and Floodland Protection Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan and ordinances.



Tax Levy	\$165,878	\$142,619	\$130,339	\$143,689	\$1,070
Total Revenues:	\$133,513	\$182,750	\$183,000	\$188,000	\$5,250
Other Revenue	\$0	\$6,000	\$6,000	\$6,000	\$0
Interdepartmental	\$0	\$1,000	\$1,000	\$1,000	\$0
Charges for Services	\$24,240	\$41,250	\$41,000	\$43,000	\$1,750
Fines/Licenses	\$109,273	\$134,500	\$135,000	\$138,000	\$3,500
Total Expenditures:	\$299,391	\$325,369	\$313,339	\$331,689	\$6,320
Interdept. Charges	\$13,905	\$25,537	\$23,167	\$23,880	(\$1,657)
Operating Expenses	\$126	\$15,920	\$14,975	\$15,525	(\$395)
Personnel Costs	\$285,360	\$283,912	\$275,197	\$292,284	\$8,372
Ctaining (I IL)	7.00	7.00	7.00	7.00	0.00
Staffing (FTE)	4.35	4.35	4.35	4.35	0.00
at least 6 days prior to commission review	95%	95%	95%	95%	_
% of staff reports generated					
Zoning Permits-Avg. days to Process	2.0	2.0	2.0	2.0	<u>-</u>
	Actual	Actual Budget Estimate		Budget	Change
Perforance Measures	2002	2003	2003	2004	Budget



Program Highlights

Personnel costs reflect cost to continue current staffing level. Interdepartmental charges are reduced approximately \$1,700 mainly due a reduction in telephone and printing services usage.

Zoning permit revenues increase \$3,500 or 2.6%.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of Zoning Permits	1,106	925	800	775	(150)
No. of Board of Adj.	140	140	140	130	(10)
No. of CSM reviewed	25	25	20	25	0
No. of Subdiv. Plat Recorded	32	40	35	35	(5)

Environmental Health

Program Description

Provide management and clerical support to Environmental Health, Humane Animal Program, Hazardous Material, Laboratory, Licensing and Septic/Well sections. Administer the Safe Drinking Water (SDWA) grant, Wisconsin Fund grant, Radon grant and the Private Sewage System maintenance program.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of Mandatory Maintenance responses to 1 st mailing	85	90	90	90	-
% Well construction compliance follow up	75	75	75	80	5
Staffing (FTE)	5.20	5.30	5.30	5.69	0.39
Personnel Costs	\$307,640	\$330,231	\$336,759	\$356,418	\$26,187
Operating Expenses	\$57,476	\$49,850	\$56,000	\$97,250	\$47,400
Interdept. Charges	\$39,105	\$32,864	\$33,549	\$37,236	\$4,372
Total Expenditures:	\$404,221	\$412,945	\$426,308	\$490,904	\$77,959
General Government	\$54,784	\$45,000	\$45,000	\$40,000	(\$5,000)
Charges for Services	\$40,364	\$38,900	\$38,900	\$39,900	\$1,000
Total Revenues:	\$95,148	\$83,900	\$83,900	\$79,900	(\$4,000)
Tax Levy	\$309,073	\$329,045	\$342,408	\$411,004	\$81,959



Program Highlights

Personnel cost include cost to continue existing staff and a 0.39 FTE increase in extra help. The increase in extra help funding provides an additional summer intern.

Operating costs increase \$47,400 mainly due to the inclusion of \$51,000 of first year funding of a SEWRPC regional ground water study, which is to be conducted over a four-year period. The study forwards the objectives outlined in County Board adopted resolution 156-21. Plan objectives include the identification of groundwater recharge areas, the development of a strategy for coordination of municipal water supplies and the recognition of the constraints of using Lake Michigan Water. The Plan's findings will be an important component in County land use planning and eventual update of the Waukesha County Development Plan. The increased operating expenses are somewhat offset by a \$5,000 reduction in Wisconsin Fund (septic system replacement) Grant.

The division has streamlined the entry of information beginning with the request for service by the customer, provide pre-printed addressed forms for staff follow-up which increases accuracy of form letter reporting system that will eventually be merged with electronic filing. The division is also completing the consolidation of the Radon Grant, Wisconsin Fund grant and Safe Drinking Water Act (SDWA) within the Groundwater Coordinator position responsibilities.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Wi Fund Grant (Septic Replacements)	7	11	11	7	(4)
# of on-site septic systems in under Mandatory Maint.	16,400	17,450	17,450	18,280	830

Humane Animal

Program Description

Provide education, advice and enforcement on animal neglect/welfare issues and follow up on animal bite reports with appropriate animal quarantines and rabies investigation.



Perfomance Measures	2002 Actual	2003 Budget			Budget Change
Percent of quarantines done within 10 days	100	100 100		100	-
Staffing (FTE)	1.78	1.70	1.70	2.33	0.63
Personnel Costs	\$78,049	\$76,823	\$75,340	\$123,670	\$46,847
Operating Expenses	\$11,216	\$16,200	\$17,800	\$18,300	\$2,100
Interdept. Charges	\$3,819	\$6,702	\$6,233	\$10,370	\$3,668
Total Expenditures:	\$93,084	\$99,725	\$99,373	\$152,340	\$52,615
Fines/Licenses	\$19,095	\$24,500	\$22,000	\$66,300	\$41,800
Other Revenue	\$27	\$200	\$0	\$0	(\$200)
Total Revenues:	\$19,122	\$24,700	\$22,000	\$66,300	\$41,600
Tax Levy	\$73,962	\$75,025	\$77,373	\$86,040	\$11,015



Program Highlights

The budget provides for the appointment of two full-time county Humane officers effective January 1, 2004. The Officers will professionally and uniformly enforce the county's local rabies control program, educate, investigate, and enforce animal laws contained in statute chapters 173 Animals; Humane Officers; 174, Dogs; and 951, Crimes Against Animals. An existing Humane Animal Specialist position is abolished and recreated as a Humane Officer and an additional Humane Officer position is created at a cost of \$54,175. The new position costs are partially offset by a seasonal help reduction of approximately \$12,400. The remainder of the new position costs are offset by an increase in dog licensing fees.

Operating cost increase due to mileage reimbursement. Interdepartmental charges increase \$3,668 due to telephone costs \$2,300, printing charges \$800 and a Computer End User Technology Fund \$660.

The dog license surcharge is increased \$2, from \$1 to \$3 per license, beginning with the issuance of the 2004 licenses. The increased fee funds the expanded enforcement program costs.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Educational Presentations on rabies control and animal neglect/abuse	12	20	10	20	-
Rabies Control Activities	1,187	1,000	1,150	1,200	200
Humane Investigations	821	700	1,100	1,300	600

Hazardous Material

Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable federal, state and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.



	2002	2003	2003	2004	Budget
Performance Measures	Actual Budget E		Estimate	Budget	Change
% Env assessment done within 20 days of request	88%	95%	100%	95%	-
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
Personnel Costs	\$85,277	\$90,072	\$89,791	\$94,633	\$4,561
Operating Expenses	\$33,658	\$67,100	\$67,721	\$68,100	\$1,000
Interdept. Charges	\$3,807	\$3,422	\$3,772	\$4,085	\$663
Total Expenditures:	\$122,742	\$160,594	\$161,284	\$166,818	\$6,224
Other Revenue	\$0	\$40,000	\$40,000	\$40,000	\$0
Total Revenues:	\$0	\$40,000	\$40,000	\$40,000	\$0
Tax Levy	\$122,742	\$120,594	\$121,284	\$126,818	\$6,224



Program Highlights

Personnel costs reflect cost to continue current staff levels.

An ongoing storage tank compliance issue will be addressed in 2003/2004. Federal Oil Pollution regulations apply to facilities that have aboveground oil storage capacity above certain limits and could reasonably be expected to discharge oil into or upon navigable waters. Waukesha County has seven tank sites that fall under these regulations. The county will implement the previously prepared site specific Spill Prevention Control and Countermeasure Plans (SPCC) which address operating procedures to prevent an oil spill, control measures to prevent a spill from entering navigable waters, and counter measures to contain, cleanup, and mitigate the effects of any oil spill that affects navigable waters. These costs were communicated to the affected departments in advance of 2004 budget planning.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Env. Assessment Performed In REM (foreclosure) Prop Reviewed	32	35	31	35	-
# of Ongoing Haz. Waste Stream	2	2	0	0	(2)
# Of Haz. Waste Streams Recycled	2	2	2	2	-
Number of Petroleum Storage Tanks					
Monit. For Compliance. Above Ground	45	47	47	45	(2)
Monit. For Compliance. Under Ground	8	9	7	7	(2)

Laboratory

Program Description

Process water and/or sewage samples collected from private wells, lakes, streams, beaches, and private residential & commercial properties for bacteriological contamination and/or chemical analysis. The environmental health laboratory is a support function to the Environmental Health Division staff and other Waukesha County Departments.



Tax Levy	\$56,323	\$75,125	\$76,384	\$72,997	(\$2,128)
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$56,323	\$75,125	\$76,384	\$72,997	(\$2,128)
Interdept. Charges	\$600	\$2,599	\$2,609	\$2,707	\$108
Operating Expenses	\$13,823	\$27,950	\$29,000	\$23,700	(\$4,250)
Personnel Costs	\$41,900	\$44,576	\$44,775	\$46,590	\$2,014
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
% of unsafe results reported to owners within 24 hrs	99%	99%	99%	99%	_
% Water/sewage samples tested within specified time	100%	100%	100%	100%	-
Performance Measures _	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change



Program Highlights

Personnel cost reflect cost to continue current staffing level. Lab supplies are being reduced \$5,000 to reflect actual level of expenditures.

The Environmental Health Specialist has developed additional skills to conduct analysis of waste water samples. This will compliment the division's private sewage system maintenance program. The program also assisted in the review of Waukesha County's beach sampling program. This resulted in a higher level of service to the Parks Division and greater protection to users of Waukesha County beaches.



Activity	2002	2003	2003	2004	Budget
	Actual	Budget	Estimate	Budget	Change
Water Samples Performed	2,240	3,000	3,000	3,000	_

Licensing

Program Description

Provide licensing, inspection, education and plan review of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds.



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Tax Levy	(\$79,081)	(\$16,549)	(\$19,330)	(\$19,058)	(\$2,509)
Total Revenues:	\$460,653	\$444,400	\$444,400	\$468,000	\$23,600
Other Revenue	\$0	\$500	\$500	\$500	\$0
Interdepartmental	\$3,195	\$2,900	\$2,900	\$3,000	\$100
Fines/Licenses	\$457,458	\$441,000	\$441,000	\$464,500	\$23,500
Total Expenditures:	\$381,572	\$427,851	\$425,070	\$448,942	\$21,091
Interdept. Charges	\$10,268	\$19,723	\$20,623	\$23,843	\$4,120
Operating Expenses	\$16,622	\$19,300	\$18,700	\$19,450	\$150
Personnel Costs	\$354,682	\$388,828	\$385,747	\$405,649	\$16,821
	0.03	0.00	0.00	0.00	0.30
Staffing (FTE)	6.00	6.00	6.00	6.00	0.00
% pre-licensing inspections performed within 3 days	100	100	100	100	_
% follow-up of confirmed food borne illness within 24 hrs	100	100	100	100	
Performance Measures	Actual	Budget	Estimate	2004 Budget	Change
	70107	2003	7003	7111174	BUOGET



Program Highlights

Personnel costs reflect cost to continue current staffing level. Interdepartmental charges have increased due to \$1,700 increase in communication charges and a \$3,000 increase in Computer End User Technology Fund charges.

License fee revenues increase \$23,500, and include increases of \$10,000 in Restaurant License program, \$10,000 in Retail Food License program and \$3,000 for swimming pool license program. License fees for retail food and restaurant program have been increased 3.8% and 3.7%, respectively.

Farmer's markets are increasing in number in Waukesha County. Most farmers markets operate one σ two days each week and many people sell raw agricultural products that do not require licensing. People selling eggs, cheese curd, sliced melons, or farm-raised chickens, etc., must be inspected and licensed. The Environmental Health Division has defined three new categories of retail food licensing to appropriately address licensable activities at farmers markets, as follows:

Description	Fee
Sells potentially hazardous foods; does not engage in food processing	\$30
Food sales less than \$25,000; sells potentially hazardous food and/or is engaged in food proce.	\$40
Food sales more than \$25,000; and engaged in food processing	\$60



	2002	2003	2003	2004	Budget
Activity	Actual	Budget	Estimate	Budget	Change
# of Restaurant Inspections	2,041	2,600	2,100	2,100	(500)
# of Retail Food Inspections	753	810	750	750	(60)
# of Lodging Inspections	73	70	72	72	2
# of Recreation/Educational Camps Inspections	278	350	290	300	(50)

The new Wisconsin food code protocol for food establishment inspections requires a significantly longer amount of time to do a complete inspection. Also, staff is spending more time educating operators regarding the new WI Food Code. Also, food security issues and staff standardization require additional time, therefore the Department is realizing a reduction in the number of inspections.

Budget

2004

Septic/Well Programs

Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with NR 812 and/or Comm 83 Wisconsin Administrative Code requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of same day inspection of private sewage system installation if notified before 9:30 am	100	100	100	100	-
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00
Personnel Costs	\$494,525	\$547,417	\$545,392	\$572,402	\$24,985
Operating Expenses	\$30,155	\$41,350	\$41,150	\$42,250	\$900
Interdept. Charges	\$6,518	\$21,190	\$22,210	\$25,476	\$4,286
Total Expenditures:	\$531,198	\$609,957	\$608,752	\$640,128	\$30,171
Fines/Licenses	\$352,765	\$335,000	\$335,000	\$340,000	\$5,000
Charges for Services	\$119,639	\$123,500	\$125,000	\$130,000	\$6,500
Total Revenues:	\$472,404	\$458,500	\$460,000	\$470,000	\$11,500
Tax Levy	\$58,794	\$151,457	\$148,752	\$170,128	\$18,671



Program Highlights

Personnel cost reflect cost to continue current staffing level. Interdepartmental charges increase mainly due to a \$2,600 increase for the End User Technology Fund and a \$2,000 increase in telephone charges.

Water sample revenues are reduced \$3,500 mainly due to a reduction in the program's volume of activity. Septic permit fee revenues increase \$5,000 and include a 3.7% weighted average increase in fees. Preliminary Site Assessment revenues have been increased \$10,000 mainly due to increases in fee categories. Preliminary Site Assessment fees include a \$5 increase for category 1 and 2 assessments.

Several division procedures have been revised to provide better customer service. Maintenance notices are now printed and mailed by division staff, which allows staff to modify information requested on maintenance cards. Mound soil tests are required to be field verified and reviewed by a division review team and all private sewage complaints on existing properties are documented in a database. The division has also developed and informed certified soil testers of Waukesha County's winter soil testing guidelines.

2003

2002

2003



Activity	Actual	Budget	Estimate	Budget	Change
Number of PSE's	1,408	1,255	1,250	1,300	45
Number of Septic Permits Issued					
Conventional	436	400	400	400	
Mound	339	340	330	340	-
Holding Tank	31	35	20	25	(10)
At Grade	13	5	10	10	5
Pressure Distribution	7	5	10	10	5

Parks Programs

Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the county, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Park revenues as % of oper. costs (benchmark 30%)* *excludes Fox River Park	38.7%	33.9%	34.5%	34.1%	.2%
Staffing (FTE)	60.70	61.90	61.90	62.93	1.03
Personnel Costs	\$2,212,129	\$2,396,362	\$2,388,239	\$2,545,756	\$149,394
Operating Expenses (a)	\$692,013	\$629,733	\$698,683	\$669,525	\$39,792
Interdept. Charges	\$446,014	\$520,834	\$510,259	\$539,921	\$19,087
Fixed Assets	\$95,557	\$110,850	\$185,240	\$133,500	\$22,650
Total Expenditures:	\$3,445,713	\$3,657,779	\$3,782,421	\$3,888,702	\$230,923
General Government	\$44,928	\$27,475	\$27,475	\$27,500	\$25
Fine/Licenses	\$13,432	\$10,000	\$12,000	\$12,000	\$2,000
Charges for Services	\$801,609	\$753,000	\$763,000	\$794,000	\$41,000
Interdepartmental	\$119,690	\$132,200	\$132,200	\$141,000	\$8,800
Other Revenue	\$38,457	\$14,000	\$16,500	\$54,000	\$40,000
Total Revenues:	\$1,018,116	\$936,675	\$951,175	\$1,028,500	\$91,825
Tax Levy	\$2,427,597	\$2,721,104	\$2,831,246	\$2,860,202	\$139,098

⁽a) The 2003 estimate exceeds 2003 adopted budget to include additional expenditure authority carried over from 2002 and changes approved by ordinance.



Program Highlights

Personnel costs increase \$149,394 reflecting the cost to continue existing staff levels of \$80,600, the transfer of 0.50 FTE Parks Program Specialist from the Recreation program of \$36,300, a 0.55 FTE increase in seasonal help and a 3.0% seasonal salary increase of \$32,400. The increase in seasonal FTE represents an increase of 1.26 FTE for Life Guards and a reduction of 0.71 FTE mainly for Park Attendant seasonal hours. Seasonal help adjustments have been made based on last 2 years of actual usage experience. The Park Program Specialist will be responsible for conducting new and existing recreation programs and special events and for the development of an expanded park system volunteer program. Personnel costs include health insurance increases of just over \$26,700 reflecting medical cost increases and health care inflation.

Operating expenses increase \$39,792. Operating expenses include increases in the following areas; \$4,000 for printing, \$14,900 related to contracted out sourcing garbage collection in the parks, \$14,500 for utility charges reflecting higher rates, \$5,800 in concession merchandise for resale increase mainly due to higher volume of activity and \$48,680 related to the implementation of the three year maintenance plan. These increases are partially offset with reductions to small tool, supply and equipment purchases of \$32,000 mainly associated with Fox River startup costs in 2003 and a \$10,000 reduction in promotional activity expenses.

Parks Programs (cont.)

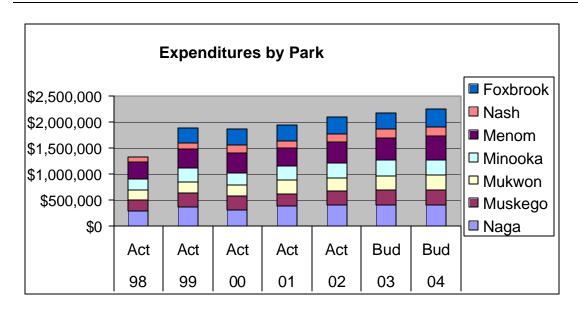
Interdepartmental charges are budgeted at \$539,921, an increase of \$19,087. These increases include; \$4,000 in central fleet charges, \$5,000 in End User Technology charges, \$7,100 related to increased radio inventory and related communications charges and \$3,700 in vehicle replacement charges.

Fixed Assets increase \$22,650 reflecting changes to the three-year maintenance plan and the inclusion of \$50,000 for the extension of the Bugline Trail through the Village of Merton as part of a cost share with the developer of a residential subdivision.

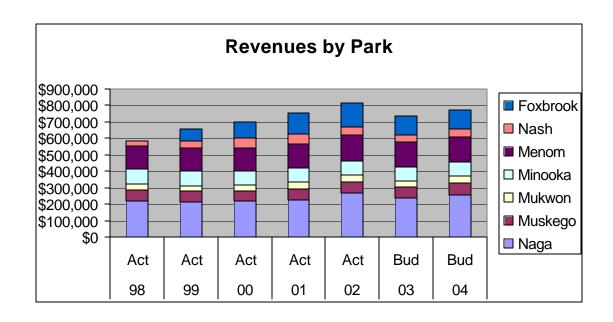
Overall revenues increase \$91,825. Charges for Services increase \$41,000 or 5.4%. This increase is due to the opening of Fox River, higher than budgeted activity at Fox Brook and Nashotah parks and a 2.4% weighted average increase in park system fees. Fees have increased slightly for reserved picnic areas, camping, boat launch and lodge rental. Interdepartmental revenues include administrative service charges to enterprise funds. Administrative service charges are provided at same level as 2003 Increased revenue of \$8,800 is due to salary and benefit increases for existing staff. Fund balance appropriation increase \$50,000 due to funding extension of Bugline Trail, which is partially offset by a \$10,000 decrease due to elimination of funding for one-time purchases related to the start-up of Fox River Park.

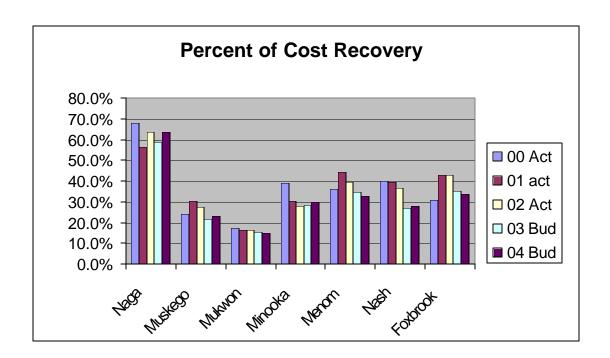


Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Daily Entrance Stickers	76,234	70,880	74,000	74,500	3,620
Annual Stickers	5,839	6,050	6,100	6,050	0
Family Camping	5,491	5,500	5,800	5,750	250
Group Camping	1,401	1,300	1,200	1,150	(150)
Reserved Picnics/Pavilion/Lodge	1,237	1,025	1,100	1,125	100
Annual Boat Launch Stickers	454	515	500	515	0
Daily Boat Launch	15,783	19,250	19,000	19,250	0



Parks Programs (cont.)





The following analysis excludes all impacts from Fox River Park. In 2004, budgeted Parks expenditures increase just Over \$104,000 or 4.8%. Park revenues increase by \$36,000 or almost 4.9%. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. In 2004, the parks are budgeted to recover just over 34% of costs, an increase of .2% from 2003.

PARK AND LAND USE THREE YEAR MAINTENANCE PLAN

Maintenance projects consist of repairs or improvements which are necessary for the maintenance of the County's grounds and park facilities. The Park and Land Use department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance projects. These projects are different from capital projects in the frequency of the repair/improvement, the cost related to the project, and the inclusion of these projects in the department's annual operating budget. In order to plan for these expenditures on an annual basis and insure the continued maintenance of County grounds and park facilities, a three year plan is developed to identify future projects and provide for a consistent annual budget base. Accounts 5712 (Building Repair/Maintenance--Planned) and 5730 (Road/Runway/Parking Lot Maintenance) are operating expenditure items, and account 7255 (Building Improvements) is for projects classified as fixed asset expenditure items. Starting in budget year 2002, the department has begun including park facility maintenance recommendations contained in the county facility management plan.

Ground Maintenance			
	<u>2004</u>	<u>2005</u>	<u>2006</u>
Building Repair/Maintenance	\$5,300	\$5,000	\$2,000
Road/Parking Lot Maintenance	\$0	\$1,500	\$3,100
Building improvements	<u>\$10,000</u>	<u>\$13,000</u>	<u>\$0</u>
Total Ground Maintenance	\$15,300	\$19,500	\$5,100
Retzer			
Building Repair/Maintenance	\$3,200	\$1,700	\$2,300
Road/Parking Lot Maintenance	\$0	\$1,500	\$3,100
Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Retzer	\$3,200	\$3,200	\$5,400
Naga-waukee Park			
Building Repair/Maintenance	\$8,050	\$3,600	\$12,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$3,100
Building improvements	\$25,000	\$19,000	\$90,000
Total Nagaukee Park	\$34,550	\$24,100	\$105,100
Muskego			
Building Repair/Maintenance	\$700	\$6,400	\$12,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$3,100
Building improvements	<u>\$7,000</u>	<u>\$5,000</u>	<u>\$0</u>
Total Musekgo Park	\$9,200	\$12,900	\$15,100
Mukwonago			
Building Repair/Maintenance	\$20,000	\$10,500	\$5,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$3,100
Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Mukwonago Park	\$21,500	\$12,000	\$8,100
Minooka			
Building Repair/Maintenance	\$20,000	\$6,600	\$7,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$3,100
Building improvements	<u>\$0</u>	\$15,000	<u>\$0</u>
Total Minooka Park	\$21,500	\$23,100	\$10,100

PARK AND LAND USE THREE YEAR MAINTENANCE PLAN (cont.)

2004	2005	<u>2006</u>
\$71,880	\$8,900	\$10,000
\$1,500	\$1,500	\$3,100
\$0	\$73,000	\$20,000
\$73,380	\$83,400	\$33,100
\$450	\$2.800	\$0
•		\$3,100
	• •	\$0
\$1,9 50	\$10,600	\$3,100
\$12,000	90	\$6,000
	**	\$3,100
	• •	\$ <u>0</u>
\$15,000	\$6,500	\$9,100
\$0	\$0	\$0
•	·	\$3,100
=	• •	\$ <u>0</u>
\$0		\$3,100
•	. ,	. ,
\$195,580	\$195,300	\$194,200
\$141,580	\$45,500	\$56,300
\$12,000	\$15,000	\$31,000
\$42,000	\$136,300	\$110,000
\$195,580	\$196,800	\$197,300
	\$0 \$73,380 \$450 \$1,500 \$1,500 \$1,950 \$12,000 \$3,000 \$0 \$15,000 \$0 \$0 \$0 \$0 \$141,580 \$12,000	\$71,880 \$8,900 \$1,500 \$1,500 \$0 \$73,000 \$73,380 \$83,400 \$450 \$2,800 \$1,500 \$1,500 \$0 \$6,300 \$1,950 \$10,600 \$12,000 \$0 \$3,000 \$1,500 \$0 \$5,000 \$15,000 \$6,500 \$0 \$1,500 \$1,500 \$0 \$1,500

Recreation Programs

Program Description

The Recreation Program is responsible for the maintenance and administration of the community based recreation program. Responsibilities include development, coordination, monitoring, record keeping and counseling unincorporated and incorporated municipalities in the conduction of their softball, baseball and soccer programs.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Fee revenues as % of expenses (benchmark 100%)	148%	100%	100%	0%	(100%)
% satisfied or very satisfied customers (benchmark 92%)	N/A	94%	N/A	N/A	N/A
Staffing (FTE)	0.80	0.69	0.69	0.00	(0.69)
Personnel Costs	\$11,894	\$28,433	\$36,615	\$0	(\$28,433)
Operating Expenses	\$35,924	\$34,117	\$33,950	\$0	(\$34,117)
Interdept. Charges	\$4,080	\$6,819	\$6,019	\$0	(\$6,819)
Total Expenditures:	\$51,898	\$69,369	\$76,584	\$0	(\$69,369)
Charges for Services	\$76,857	\$69,369	\$76,584	\$0	(\$69,369)
Total Revenues:	\$76,857	\$69,369	\$76,584	\$0	(\$69,369)
Tax Levy	(\$24,959)	\$0	\$0	\$0	\$0



Program Highlights

The Recreation Program Budget reflects the transition of the program to the City of Pewaukee. The department, in 2003, assisted in the transition process. A 0.50 FTE has been transferred from the Recreation Program Budget to the Parks Program Budget. The position will be responsible for conducting new and existing recreation programs, special events and for the development of an expanded park system volunteer program.

General County Grounds Maintenance

Program Description

The Grounds Maintenance is responsible for the maintenance of a safe, clean and aesthetically pleasing manner for the Government Center, Northview Grounds, Radio Tower Site, Mental Health Center, Eble Ice Arena and Moor Downs Golf Course.

	2002	2003	2003	2004	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	13.13	13.42	13.42	11.65	(1.77)
Personnel Costs	\$464,574	\$438,110	\$484,792	\$438,210	\$100
Operating Expenses	\$86,411	\$212,015	\$228,090	\$79,700	(\$132,315)
Interdept. Charges	\$171,329	\$108,342	\$109,817	\$116,184	\$7,842
Fixed Assets	\$68,092	\$30,000	\$30,000	\$16,500	(\$13,500)
Total Expenditures:	\$790,406	\$788,467	\$852,699	\$650,594	(\$137,873)
Interdepartmental	\$207,176	\$216,900	\$220,000	\$202,000	(\$14,900)
Total Revenues:	\$207,176	\$216,900	\$220,000	\$202,000	(\$14,900)
Tax Levy	\$583,230	\$571,567	\$632,699	\$448,594	(\$122,973)



Program Highlights

Overall personnel costs increases \$100; consisting of a \$19,000 increase related salary and benefit costs associated with continuing staff being mostly offset by a 0.77 FTE or \$18,900 decrease in seasonal help. Personnel costs include health insurance increases of over \$9,500 or 37.8%. Seasonal help adjustments have been made based on last 2 years of actual usage experience.

Operating expenses decrease \$132,315. Higher utility rates increase the budget \$1,500. This increase is more than offset with reductions for small tools, supplies and equipment of \$31,100, a reduction of \$66,750 associated with the implementation of the three-year maintenance plan and \$34,250 reduction associated with the outsourcing of garbage collection and transfer collection costs to program areas where they are incurred. The reduction in small tools is mainly due to one-time costs associated with changing garbage collection system in 2003.

Interdepartmental charges are budgeted at \$116,184, an increase of \$7,842. Increases include; \$3,000 in Central Fleet charges, \$3,000 for Gasoline/Fuel and \$3,000 for Vehicle Replacement. Fixed Assets decrease \$13,500 mainly due to implementation of the three-year maintenance plan.

Program revenues are received from charging Enterprise Fund operations for ground maintenance services. With the outsourcing of garbage collection services, these operations are paying directly for this service and program revenues are reduced.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	0
Acres of Parking Lot maintained	42	42	42	42	0
Linear Feet of Sidewalk and Entrances	24,625	24,625	24,625	24,625	0

Retzer Nature Center

Program Description

Retzer Nature Center is responsible for development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, and plant community restoration and wildlife habitat improvement. The primary goal is to provide maximum customer enjoyment and understanding of the counties significant natural resources while maintaining and enhancing the quality of those features.



	2002	2003	2003	2004	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Revenue as % of operating					
expenses (benchmark 20%)	19.87%	20.91%	20.84%	20.06%	85%
% of customers satisfied with					
current service (benchmark 92%)	96%	95%	95%	95%	-
Staffing (FTE)	8.48	8.54	8.54	8.53	(0.01)
Personnel Costs	\$355,431	\$369,535	\$368,824	\$385,546	\$16,011
Operating Expenses	\$121,004	\$112,175	\$112,675	\$143,250	\$31,075
Interdept. Charges	\$52,439	\$49,131	\$51,131	\$54,431	\$5,300
Fixed Assets	\$0	\$0	\$0	\$10,000	\$10,000
Total Expenditures:	\$528,874	\$530,841	\$532,630	\$593,227	\$62,386
General Government	\$0	\$0	\$0	\$10,000	\$10,000
Charges for Services	\$103,364	\$110,000	\$110,000	\$116,000	\$6,000
Other Revenue	\$1,746	\$1,000	\$1,000	\$1,000	\$0
Total Revenues:	\$105,110	\$111,000	\$111,000	\$127,000	\$16,000
Tax Levy	\$423,764	\$419,841	\$421,630	\$466,227	\$46,386



Program Highlights

Personnel costs increase \$16,000 reflecting the cost to continue existing positions including increased health insurance costs of \$5,600 or 12%.

Operating expenses increase \$31,075 and include; \$12,000 for equipment and supplies for the Learning Center, \$3,500 for utilities, \$1,000 for plant material for the Legacy Forest Program, \$3,000 for safety equipment (AED) and \$4,100 for the promotion of new and existing special events and programs. Additionally, the implementation of three-year the maintenance plan has increased operating expenses \$3,200. Interdepartmental charges increase mainly due to printing and copying costs of \$4,000 and computer maintenance charges of \$2,400.

Fixed assets include partial funding for handicapped accessible parking lot improvements through a general government CDBG grant of \$10,000.

The Park and Planning Commission established a policy to offset 20% of Retzer expenditures with program revenues. Program revenues increase \$6,000. Revenues are budgeted to offset 2004 expenditures by 20%.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Attendance at hikes, work shops, seminars	5,447	7,000	6,000	7,500	500
Apple harvest festival attendance	3,763	4,200	4,200	4,400	200
Site Evaluations	13	10	15	12	2
Bird Seed Bags Sold	2,695	2,800	2,800	2,800	0

Tax Levy	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Operating Expenses	\$215,000	\$215,000	\$215,000	\$215,000	\$0
	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
					Museum



Program Highlights

The program continues the existing grant to Waukesha County Historical Society.

Administrative Services

Program Description

Monitor overall performance of the various divisions to insure continuous improvement in customer service. Provide business/financial management services including; development and implementation of the department budget, process payroll, provide accounting services and fiscal analysis. In addition, provide direction and leadership in office efficiencies, automated file developments, strategic planning, and performance measures.



	2002	2003	2003	2004	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Customer service inquires	14,781*	N/A	135,000	175,000	N/A
through Web Pages viewed # of web page inquiries. regarding svc./% responded to within 2 bus. days	88/99%	50/100%	100/98%	125/100%	75/0%
Staffing (FTE)	9.57	9.50	9.50	9.50	0.00
* Only includes last 5 months of activity.					
Personnel Costs	\$548,667	\$565,059	\$542,607	\$567,353	\$2,294
Operating Expenses	\$56,460	\$67,955	\$62,950	\$84,075	\$16,120
Interdept. Charges	\$47,922	\$75,962	\$71,322	\$77,579	\$1,617
Fixed Assets	\$0	\$8,000	\$0	\$0	(\$8,000)
Total Expenditures:	\$653,049	\$716,976	\$676,879	\$729,007	\$12,031
Charges for Services	\$195	\$1,100	\$1,100	\$1,100	\$0
Interdepartmental	\$106,946	\$122,491	\$122,500	\$127,000	\$4,509
Other Revenue	\$1,995	\$3,500	\$3,500	\$3,500	\$0
Total Revenues:	\$109,136	\$127,091	\$127,100	\$131,600	\$4,509
Tax Levy	\$543,913	\$589,885	\$549,779	\$597,407	\$7,522



Program Highlights

Personnel costs reflect cost to continue current staffing levels.

Operating expenses increase mainly due to inclusion of \$15,000 for computer consulting for the development of an electronic filing system.

Interdepartmental charges increase mainly due to a \$3,200 increase in End User Computer charges partially offset by a reduction for computer replacement charges \$1,800. Fixed assets are reduced due to a one-time software purchase in 2003.

Interdepartmental revenues consist of reimbursement for administrative services provided to enterprise fund operations, which offsets salary and benefit increases associated with providing such service. Increased revenues offset increases in employee costs and no additional hours of service are being provided.

Fund Purpose

The Waukesha County Land Information System is a special revenue fund created to establish a county—wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information through a computerized environment. The Land Information System, when fully deployed will be available for use by citizens, businesses and units of government.

Financial Summary

•		2003			Change from Adopted Bu	
	2002	Adopted	2003	2004	Adopted Bu	aget
	Actual	Budget	Estimate (a)	Budget	\$	%
Land Information System	n Fund					
Personnel Costs	\$155,318	\$247,292	\$240,394	\$248,173	\$881	0.4%
Operating Expenses	\$216,978	\$189,370	\$334,205	\$264,915	\$75,545	39.9%
Interdept. Charges	\$5,659	\$37,050	\$36,966	\$40,670	\$3,620	9.8%
Fixed Assets	\$32,921	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$410,876	\$473,712	\$611,565	\$553,758	\$80,046	16.9%
General Government	\$0	\$73,500	\$217,500	\$40,554	(\$32,946)	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$819,574	\$399,867	\$800,000	\$513,204	\$113,337	28.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$5,500	\$345	\$0	\$0	(\$345)	N/A
Total Revenues	\$825,074	\$473,712	\$1,017,500	\$553,758	\$80,046	16.9%
Tax Levy (b)	(\$414,198)	\$0	(\$405,935)	\$0	\$0	N/A

⁽a) The 2003 estimate exceeds 2003 adopted budget to include additional expenditure authority made available through land information grant and approved by the County Board.

Position Summary

(FTE)	١
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Regular Positions	2.00	3.00	3.00	3.00	0.00	
Extra Help	0.00	1.14	1.14	0.48	(0.66)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	2.00	4.14	4.14	3.48	(0.66)	

Departmental Objectives

- Complete and establish update methodology for street centerline file with address ranges needed to support shared dispatch system. (1st Quarter) (Land Information Plan, Foundational Element 11, Key feature 1).
- 2. Complete rehosting of existing data layers in the GeoDatabase format with links to Register of Deeds indexing and imaging system. (4th quarter) (Land information Plan, Foundational Element 4, Key Feature 1 and 2, Land information Plan, Foundational Element 14, Key Feature 1).
- 3. Enhance existing GIS mapping intranet and Internet site to include additional information in a more user friendly, user specific manner. (4th quarter)(Land information Plan, Foundational Element 1, Key Feature 4, Land information Plan, Foundational Element 5, Key Feature 1)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

- 1. Established update process for site address database involving municipal input.
- 2. Rehosted Public Land Survey System in the new GeoDatabase system. Designed GeoDatabase system for parcel framework and tax parcels that contains links to Register of Deeds imaged records.
- 3. Imaged all Plats of Survey and linked images to Register of Deeds imaged records.
- 4. Cooperated with the Cities of Muskego, New Berlin, and Waukesha to acquire new aerial photography.

Land Information System

Program Description

Responsible for implementation and oversight of an integrated, comprehensive Land Information System for Waukesha County, where by land information files containing land parcel data are linked to digital maps via geospatial software, relational database technology and /or a parcel identifier. To study, identify, and address issues attendant to data custody, control, and maintenance. Two dollars of each recorded document fee is collected and sent to the State monthly. This fee is used for statewide initiatives and also funds a statewide grant program administrated by the Wisconsin Land Information Board. Five dollars of each recorded document fee is retained by the County for the Land Information System as outlined in the County Board adopted plan titled "A Land Information Plan for Waukesha County; Volume 2, 1998-2003." The balance of the fee is included in the Register of Deeds Real Estate program.

(*	\$0	(4 (4 = 4 = 4 = 5)		\$0
\$825,074	\$473,712	\$1,017,500	\$553,758	\$80,046
\$5,500	\$345	\$0	\$0	(\$345)
\$819,574	\$399,867	\$800,000	\$513,204	\$113,337
\$0	\$73,500	\$217,500	\$40,554	(\$32,946)
\$410,876	\$473,712	\$611,565	\$553,758	\$80,046
\$32,921	\$0	\$0	\$0	\$0
\$5,659	\$37,050	\$36,966	\$40,670	\$3,620
\$216,978	\$189,370	\$334,205	\$264,915	\$75,545
\$155,318	\$247,292	\$240,394	\$248,173	\$881
2.00	4.14	4.14	3.48	(0.66)
				Budget Change
	\$155,318 \$216,978 \$5,659 \$32,921 \$410,876 \$0 \$819,574 \$5,500	Actual Budget 2.00 4.14 \$155,318 \$247,292 \$216,978 \$189,370 \$5,659 \$37,050 \$32,921 \$0 \$410,876 \$473,712 \$0 \$73,500 \$819,574 \$399,867 \$5,500 \$345 \$825,074 \$473,712	Actual Budget Estimate 2.00 4.14 4.14 \$155,318 \$247,292 \$240,394 \$216,978 \$189,370 \$334,205 \$5,659 \$37,050 \$36,966 \$32,921 \$0 \$0 \$410,876 \$473,712 \$611,565 \$0 \$73,500 \$217,500 \$819,574 \$399,867 \$800,000 \$5,500 \$345 \$0 \$825,074 \$473,712 \$1,017,500	Actual Budget Estimate Budget 2.00 4.14 4.14 3.48 \$155,318 \$247,292 \$240,394 \$248,173 \$216,978 \$189,370 \$334,205 \$264,915 \$5,659 \$37,050 \$36,966 \$40,670 \$32,921 \$0 \$0 \$0 \$410,876 \$473,712 \$611,565 \$553,758 \$0 \$73,500 \$217,500 \$40,554 \$819,574 \$399,867 \$800,000 \$513,204 \$5,500 \$345 \$0 \$0 \$825,074 \$473,712 \$1,017,500 \$553,758



Program Highlights

Personnel costs increase \$881 reflecting general wage and benefit increases, partially offset by a reduction of 0.66 FTE or \$14,735 relating to lower use of summer intern help due to the completion of a 2003 Wisconsin Land Information Board (WLIB) grant funded project to link and index image documents to the County tax file.

Operating expenses increase \$75,545 and reflect the continued support and maintenance of Land Information System (LIS) activities and datasets. WLIB grant funded contracted data conversion costs increase \$10,500 to reformat existing mapping elements to take advantage of new technology. Engineering services increase \$50,000 to complete a new set of floodplain maps for the County that will resolve existing differences between regional, State, and Federal delineations. Internet consulting services, to improve public access to land records, are budgeted at \$10,000. State law requires that \$1 out of every \$5 in local fees be used to improve public access.

Interdepartmental charges increase \$3,620 reflecting the removal of \$25,000 of non-recurring WLIB grant funded document imaging expenses being offset by an increase in various accounts including the recovery of County administrative indirect charges of \$26,000 with LIS fee revenue. Indirect cost charges are identified to recognize expenses not directly charged to the LIS fund. Those services include, but are not limited to, office space, utilities, and other related facilities costs, information systems, finance, payroll, purchasing, and Treasurer's Office (receipts and check issuance) expenses, etc.

General government WLIB grants decrease \$32,946 reflecting the WLIB grant allocation to the County. The WLIB grant is funded through a \$2 fee on recorded documents and is expected to be discontinued in 2005, as the State retains the \$2 fee to focus on statewide GIS initiatives. Charges for services increase \$113,337, matching the appropriated expenditure level.

Fund Purpose

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of Parkland and unique natural areas as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

Financial Summary

	2002	2003 Adopted	2003	2004	Change fro Adopted I	
	Actual	Budget	Estimate	Budget	\$	%
Walter J. Tarmann						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,404	\$50,000	\$155,000	\$5,000	(\$45,000)	-90.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$754,829	\$950,000	\$1,070,000	\$995,000	\$45,000	4.7%
Total Expenditures:	\$758,233	\$1,000,000	\$1,225,000	\$1,000,000	\$0	0.0%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$871,648	\$1,000,000	\$1,590,000	\$1,000,000	\$0	0.0%
Total Revenues:	\$871,648	\$1,000,000	\$1,590,000	\$1,000,000	\$0	0.0%
Tax Levy	(\$113,415)	\$0	(\$365,000)	\$0	\$0	N/A

⁽a) Tarmann Fund 2002 actual revenue includes \$250,000 of General Fund and \$400,000 of Golf Course Fund appropriated fund balance. The 2003 budget and Estimate include \$250,000 of Golf Course Fund, \$150,000 of General Fund and \$150,000 of Material Recycling Facility appropriated fund balance. The 2004 budget includes \$100,000 Tarmann Fund Balance (prior year Parks' revenue) \$150,000 of Golf Course Fund, \$100,000 of General Fund and \$200,000 of Materials Recycling Facility Fund appropriated fund balance.

Departmental Objectives

- 1. Provide funding for the acquisition of lands identified in the Waukesha County Park and Open Space and Greenway Plans.
- 2. Seek donations, dedications, right of first refusals, easements, fee simple acquisition and begueaths to implement the Waukesha County Park Open Space and Greenway Plans.



Program Highlights

The 2004 budget is funded through \$350,000 for grant reimbursements for land acquisition, \$200,000 of Materials Recycling Facility Fund, \$150,000 of Golf Course Fund, \$100,000 General Fund and \$100,000 of Tarmann Fund appropriated fund balances. Tarmann Fund balance appropriations reflect the estimated year transfer of General Fund Parks revenue in which is in excess of 30% of park operating expenses. These parks revenues are transferred to the Tarmann Fund pursuant to enrolled County ordinance 152-99. Interest income of \$100,000 is also budgeted reflecting prior year actual levels. 2004



Activity	Actual	Budget	Estimate	Budget	Change
Number of parcels acquired	5	5	5	5	-
Number of acres acquired	211	300	200	300	-

2003

Budget

Fund Purpose

This budget is comprised of 3 separate golf courses (Moor Downs Golf Course, Naga-waukee Golf Course, and Wanaki Golf Course) that are financed in a manner similar to private business enterprises. The fund purpose is: To provide complete golfing facilities for the general public at an affordable rate while not requiring a tax subsidy; to generate adequate income to continue to provide improvements to existing facilities; to develop, maintain and operate the facilities consistent with the industry's standards; and to continue to provide new improvements to the facilities which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

Financial Summary

•	2003				Change from 200 Adopted Budge		
	2002	Adopted	2003	2004	, taop to a 2 t	_	
	Actual	Budget	Estimate	Budget	\$	%	
						_	
Golf Course Fund							
Personnel Costs	\$1,091,965	\$1,149,431	\$1,148,920	\$1,188,357	\$38,926	3.4%	
Operating Expenses	\$1,101,989	\$1,050,515	\$1,019,010	\$1,083,587	\$33,072	3.1%	
Interdept. Charges	\$853,050	\$920,101	\$898,494	\$943,321	\$23,220	2.5%	
Fixed Assets Memo (a)	\$1,764	\$62,200	\$46,200	\$135,000	\$72,800	117.0%	
Total Expenditures: (a)	\$3,047,004	\$3,120,047	\$3,066,424	\$3,215,265	\$95,218	3.1%	
Charges for Services	\$3,055,406	\$3,485,000	\$3,320,000	\$3,454,000	(\$31,000)	-0.9%	
Other Revenue	\$3,022	\$0	\$0	\$0	\$0	N/A	
Total Revenues:	\$3,058,491	\$3,485,000	\$3,320,000	\$3,454,000	(\$31,000)	-0.9%	
Operating Inc./(Loss) (a)	\$11,487	\$364,953	\$253,576	\$238,735	(\$126,218)	-34.6%	
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A	

⁽a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

Position Summary (FTE)

Regular Positions	9.58	9.58	9.58	9.58	0.00	
Extra Help	25.18	23.59	23.59	23.54	(0.05)	
Overtime	1.08	1.31	1.31	1.19	(0.12)	
Total	35.84	34.48	34.48	34.31	(0.17)	



Departmental Objectives

- 1. Bid and begin to execute the Moor Downs Clubhouse renovation project. This will address ADA and building code issues, utility efficiencies, and the historic preservation of a unique building. (Goal 1.9)(4th Qtr 2004)
- 2. Utilize an extensive customer database to proactively market specials and offerings via e-mail, to generate additional revenue with minimal marketing costs. (Goal 1.7)(2nd and 3rd Qtr 2004)
- Golf courses retained earnings will continue to provide funding for Walter J. Tarmann fund parkland acquisition (\$150,000) .(Goal 2.5) (4th Qtr 2004)
- 4. Strategically promote the golf course via media ads, public relations, and packaged specials in order to maintain revenue levels. (Goal 1.7)(2nd / 3rd Qtr 2004)
- 5. Utilize the latest machinery and technologies that will provide for a well-maintained course and an enjoyable golfing experience at a reasonable price to the users. (Goal 1.9)(3rd Qtr. 2004)
- 6. Analyze and evaluate the potential for lease versus purchasing golf course equipment. (Goal 1.9)(1st/2nd Qtr 2004)



Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

- In keeping with the department's goal of increasing availability of services, an automated tee
 reservation system was implemented during the first quarter of 2003. The system has increased
 clubhouse staff efficiencies by linking the point-of-sale system to the reservation system and by
 providing public access to available tee times.
- 2. Expanded the First Tee program to county girl scouts.
- 3. Received the "Friend of High School Golf" award from the High School Golf Coaches Association. The County courses were selected out of 600 state courses.
- 4. The golf courses funded parkland acquisition (\$250,000) from the fund balance.
- 5. Strategically promoted the golf course via media ads, public relations, and packaged specials.
- 6. Leased golf cars which saved the county \$25,000.

CURRENT AND PROPOSED CAPITAL PROJECTS

	⊏xpected	rotai	ESt. %	Estimated	A=Annuai
Proj.	Completion	Project	Complete	Operating	T=
# Project Name	<u>Year</u>	Cost	End of 03	<u>Impact</u>	One-Time
200012 Moor Downs GC 5 th hole Redevelopment	2004	\$109,900	0%	\$7,500	Α
9912 Wanaki GC Cart Path System	2005	\$200,000	30%	\$1,500	Α
200401 Moor Downs Club House	2005	\$348,500	0%	\$13,000	Α

Naga-waukee Golf Course

Program Description

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.



Performance Measures

	Benchmark-1	'02Actual	'03Budget	'04Budget
Average Margin *	12.0%	26%	30.0%	30%
Net Operating Income *	\$167,000	\$420,054	\$556,000	\$612,899
Payroll % of total Expenses	49%	37%	39%	39%
Rounds Played	36,711	52,011	55,435	54,425

- * Before Sales Taxes, Debt Service, and Depreciation Expense
- 1 National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

Tax Levy	\$0	\$	0 \$0	0 \$0	\$0
Operating Inc./(Loss) (a)	\$181,780	\$354,26	6 \$236,922	2 \$235,728	(\$118,538)
Total Revenues:	\$1,560,421	\$1,780,00	0 \$1,650,000	\$1,700,000	(\$80,000)
Other Revenue	(\$14)	\$	0 \$0) \$0	\$0
Charges for Services	\$1,560,435	\$1,780,00	0 \$1,650,000	\$1,700,000	(\$80,000)
Total Expenditures: (a)	\$1,378,641	\$1,425,73	4 \$1,413,078	3 \$1,464,272	\$38,538
Fixed Assets (a)	\$0	\$57,20	0 \$41,200	\$107,000	\$49,800
Interdept. Charges	\$305,359	\$349,01	9 \$345,837	7 \$367,830	\$18,811
Operating Expenses	\$558,232	\$526,21	2 \$517,276	\$529,727	\$3,515
Personnel Costs	\$515,050	\$550,50	3 \$549,965	\$566,715	\$16,212
Staffing (FTE)	16.61	16.66	16.66	16.62	(0.04)
	2002 Actual	2003 Budget	2003 Estimate	Budget Cl	udget hange
	0000	0000	0000	0004	

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.



Program Highlights

Personnel cost to continue increase 3%. Budgeted health insurance premiums increase \$3,100 or 9%. Temporary extra help increases \$7,308 offset by a reduction in overtime of \$5,400 or 13%.

Operating expenses are anticipated to slightly increase mostly due to expected increases in utility charges, which increase \$20,300 or 57%. The increases are offset by reductions in depreciation of \$15,200 or 11% as the value of capitalized fixed assets decrease. Also, budgeted building maintenance expenses are reduced \$8,500 in related to a one-time charge for painting the clubhouse in 2003 which is not needed in 2004.

Interdepartmental charges will increase 5% mostly due to a \$17,000 or 22% increase in repair costs on equipment maintained by Central Fleet. Liability insurance premiums will also increase \$1,900 or 16%. The golf course will realize a \$3,000 savings in reduced printing charges due to the customer newsletter will be emailed rather than printed and mailed. There is also a reduction in end user technology charges of \$4,200 or 19.6%.

Budgeted revenue decrease as a result of budgeting less rounds of golf. Overall fees increase by a weighted average of 4% to 5% offset with the expected decrease in the budgeted number of rounds played.

Nagawaukee Golf Course (Cont.)

Fixed assets for 2004

Road and parking lot work \$27,000 Automatic Irrigation System Upgrade \$80,000



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total Rounds (9 holes)	80,689	85,500	84,500	84,125	-1,375
Golf Car Rental	14,572	15,050	16,000	16,700	1,650
ID Cards paying	3,316	3,800	3,400	3,450	-350
9 Hole Play	23,333	25,375	25,500	24,725	-650
18 Hole Play	28,678	30,060	29,500	29,700	-360

	National Golf	
18 Hole Municipal Course	Foundation Median Region 4	2002 Data
Gross Revenue	\$1,100,000	\$1,640,002
Gross Revenue/Round	\$28	\$31.50
Rounds Played	36,711	52,011
Net Operating Income	\$167,000	\$420,054
# of Full Time Employees	6	4

Naga-Waukee Golf Course Revenue					
	2002	2003	2003	2004	
	Actuals	Budget	Estimate	Budget	
Green Fees	\$955,818	\$1,142,720	\$1,050,000	\$1,100,000	
Carts	\$275,271	\$295,000	\$290,000	\$300,000	
ID Cards	\$47,078	\$54,000	\$50,000	\$50,000	
Food	\$140,933	\$142,750	\$142,000	\$140,000	
Merchandise	\$85,978	\$76,000	\$80,000	\$75,000	
Misc.	\$55,343	\$69,530	\$38,000	\$35,000	
	\$1,560,421	\$1,780,000	\$1,650,000	\$1,700,000	

Wanaki Golf Course

Program Description

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.



Performance Measures

Average Margin *
Net Operating Income *
Payroll % of total Expenses
Rounds Played

Benchmark-1	'02 Actual	'03 Budget	'04 Budget
12.0%	5%	14%	15%
\$167,000	\$53,160	\$196,000	\$205,878
49%	40%	41%	41%
36,711	46,805	50,400	49,450

- * Before Sales Taxes, Debt Service, and Depreciation Expense
- 1 National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

	2002	2003	2003		Budget
	Actual	Budget	Estimate	Budget C	hange
Staffing (FTE)	16.05	15.09	15.09	14.97	(0.12)
Personnel Costs	\$485,146	\$508,71	9 \$508,503	\$525,889	\$17,170
Operating Expenses	\$450,163	\$431,77	3 \$407,916	\$455,355	\$23,582
Interdept. Charges	\$289,958	\$295,11	6 \$293,455	\$296,635	\$1,519
Fixed Assets (a)	\$1,764	\$5,00	0 \$5,000	\$28,000	\$23,000
Total Expenditures: (a)	\$1,225,267	\$1,235,60	8 \$1,209,874	\$1,277,879	\$42,271
Charges for Services	\$1,113,389	\$1,246,00	0 \$1,220,000	\$1,280,000	\$34,000
Interdepartmental	\$63	\$	50 \$0	\$0	\$0
Other Revenue	(\$3,287)	\$	50 \$0	\$0	\$0
Total Revenues:	\$1,110,165	\$1,246,00	0 \$1,220,000	\$1,280,000	\$34,000
Operating Inc./(Loss) (a)	(\$115,102)	\$10,39	2 \$10,126	\$2,121	(\$8,271)
Tax Levy	\$0	\$	50 \$0	\$0	\$0

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.



Program Highlights

Overall, personnel cost to continue increase 3%. Health insurance premiums are projected to increase 10% or \$3,700.

Operating expenses are budgeted to increase 5%. Utility charges are budgeted to increase 68% or \$11,000. Depreciation will also increase \$7,800 or 7% due to new capital project costs coming completely on the asset books. Small equipment rental will increase by \$3,000 for golf car usage during outings and special events. Wanaki has a limited storage facility for golf cars and with the increase in special events additional cars will be needed.

Interdepartmental charges will remain constant in aggregate. There is an anticipated \$5,000 or 7% increase in repairs costs on equipment maintained by Central Fleet. The golf course will realize a savings in reduced printing charges now that the customer newsletter will be e-mailed rather than printed and mailed. This savings is \$1,500. There is a reduction in end user technology charges of \$6,400 or 34%

Revenues will increase by a weighted average of 4% to 5% with an expected stagnation in the number of rounds played.

Wanaki Golf Course (Cont.)

Fixed assets for 2004

Road and Lot work \$18,000 1st Tee Renovation \$10,000



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total Rounds (9 holes)	61,415	65,000	63,500	65,000	0
Golf Car Rental	7,986	8,345	8,000	8,750	405
ID Cards paid	2,426	3,100	2,500	2,600	-500
9 Hole Play	32,195	35,800	32,750	33,400	-2,400
18 Hole Play	14,610	14,600	15,375	15,800	1,200
		Natio	nal Golf		
18 Hole Municipal Course	Founda	ation Median R	Region 4		2002 Data
Gross Revenue		\$1, ²	110,000		\$1,166,783
Gross Revenue/Round		\$28			
Rounds Played			46,805		
Net Operating Income		\$	167,000		\$53,160
# of Full Time Employees			6		4

Wanaki Golf Course Revenue						
	2002	2003	2003	2004		
	Actuals	Budget	Estimate	Budget		
Green Fees	\$684,730	\$859,000	\$799,000	\$839,000		
Carts	\$115,696	\$122,000	\$125,000	\$140,000		
ID Cards	\$39,303	\$43,750	\$40,000	\$40,000		
Food	\$142,862	\$128,000	\$143,000	\$143,000		
Merchandise	\$102,069	\$76,000	\$85,000	\$80,000		
Misc.	\$25,505	\$17,250	\$28,000	\$38,000		
	\$1,110,165	\$1,246,000	\$1,220,000	\$1,280,000		

Moor Downs Golf Course

Program Description

Provides a well-maintained 9-hole golf course and support facilities without tax levy funds.



Performance Measures

	<u>Benchmark-1</u>	702 Actual	703 Budget	704 Budget
Average Margin *	12.0%	-2%	10%	10%
Net Operating Income *	\$167,000	\$-7,978	\$52,085	\$49,014
Payroll % of total Expenses	49%	NA	NA	NA
Rounds Played	36,711	26,244	29,825	29,280

- * Before Sales Taxes, Debt Service, and Depreciation
- 1 National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

Tax Levy	\$0	9	\$0 \$	0 \$0	\$0
Operating Inc./(Loss) (a)	(\$55,191)	\$29	95 \$6,52	8 \$886	s \$591
Total Revenues:	\$387,905	\$459,00	00 \$450,00	0 \$474,000	\$15,000
Other Revenue	\$6,323		\$0 \$	0 \$0) \$0
Charges for Services	\$381,582	\$459,00	00 \$450,00	0 \$474,000	\$15,000
Total Expenditures: (a)	\$443,096	\$458,70	5 \$443,47	2 \$473,114	\$14,409
Fixed Assets (a)	\$0	9	\$0 \$	0 \$0	50 \$0
Interdept. Charges	\$257,733	\$275,96	§6 \$259,20	2 \$278,856	\$2,890
Operating Expenses	\$93,594	\$92,53	30 \$93,81	8 \$98,505	5 \$5,975
Personnel Costs	\$91,769	\$90,20	9 \$90,45	2 \$95,753	3 \$5,544
Staffing (FTE)	3.18	2.73	2.73	2.72	(0.01)
	2002 Actual	2003 Budget	2003 Estimate		Budget Change

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.



Program Highlights

Personnel cost increase primarily due to costs to continue.

Operating expenses are anticipated to increase 6%. Utility charges will increase \$2,100 or 36%. Small equipment charges will increase \$4,200 for two additional golf carts scheduled to be replaced in 2004. Depreciation will decrease \$2,600 or 10% due to the retirement of some assets.

Interdepartmental charges will remain constant in aggregate. There is an anticipated \$2,600 or 19% increase in repairs costs on equipment maintained by Central Fleet. The costs for gasoline fuel and grounds maintenance are expected to increase \$2,200 and \$2,000 respectively. Vehicle replacement charges will decrease \$4,300 or 18%.

Revenues will be increase by a weighted average of 4% to 5% with a slight decrease in the number of rounds played.

Moor Downs Golf Course (Cont.)



	2002	2003	2003	2004	Budget
Activity	Actual	Budget	Estimate	Budget	Change
9 Hole Rounds	26,590	29,825	28,750	29,705	-120
Golf Car Rental	3,593	4,225	3,700	3,855	-370
ID Cards paid	1,533	2,600	1,600	1,750	-850
9 Hole Play	25,898	29,455	28,000	28,855	-600
18 Hole Play	346	185	375	425	240

	National Golf	
18 Hole Municipal Course	Foundation Median Region 4	2002 Data
Gross Revenue	\$1,110,000	\$407,688
Gross Revenue/Round	\$28	\$15
Rounds Played	36,711	26,244
Net Operating Income	\$167,000	\$-7,978
# of Full Time Employees	6	1

Moor Downs Golf Course Revenue						
	2002	2003	2003	2004		
	Actuals	Budget	Estimate	Budget		
Green Fees	\$271,151	\$342,000	\$340,000	\$351,000		
Carts	\$35,850	\$36,000	\$37,000	\$40,000		
ID Cards	\$28,879	\$37,000	\$28,000	\$28,000		
Food	\$28,075	\$30,000	\$29,000	\$30,000		
Merchandise	\$8,714	\$10,000	\$9,000	\$10,000		
Misc.	\$15,236	\$4,000	\$7,000	\$15,000		
	\$387,905	\$459,000	\$450,000	\$474,000		

Fund Purpose

To provide quality ice skating facilities for the general public at an affordable rate while not requiring a tax subsidy for the cost of operation, maintenance and debt retirement for Eble Park and Naga-waukee Park Ice Arenas. To continue to improve the efficiency and quality of services so as to enhance the recreational experience for the user while maintaining a high level of usage at the facility.

Financial Summary

		2003			Change from Adopted Bu	
	2002	Adopted	2003	2004	•	Ü
	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$395,033	\$421,882	\$421,499	\$446,376	\$24,494	5.8%
Operating Expenses	\$367,133	\$386,937	\$388,117	\$409,046	\$22,109	5.7%
Interdept. Charges	\$207,250	\$201,685	\$194,888	\$155,413	(\$46,272)	-22.9%
Fixed Assets Memo (a)	\$0	\$105,000	\$95,000	\$38,000	(\$67,000)	-63.8%
Interdept. Debt-Principal (a)(b)	\$95,626	\$98,448	\$98,448	\$101,416	\$2,968	3.0%
Total Expenditures(a)(b)	\$969,416	\$1,010,504	\$1,004,504	\$1,010,835	\$331	0.0%
Charges for Services	\$899,843	\$971,000	\$965,000	\$982,835	\$11,835	1.2%
Other Revenue (c)	\$33,866	\$39,504	\$39,504	\$28,000	(\$11,504)	0.0%
Total Revenues:	\$933,709	\$1,010,504	\$1,004,504	\$1,010,835	\$331	0.0%
Operating Inc./(Loss) (a)	(\$35,707)	\$0	\$0	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (b) A General fund principal repayment for Eble Park Ice Arena and Naga-Waukee Ice Arena loan amounts are being repaid in accordance with the original repayment schedule over 25-year periods from Ice Arena revenues. Interest expense payments for the Ice Arenas will be delayed until the end of the current loan term at which time annual interest expense payments will be paid in the amount per year originally scheduled. Debt Service principal is not included in total expenditures and net operating income in order to conform with financial accounting standards.
- (c) Other revenues for 2003 include appropriated fund balance of \$3,504 which partially offset depreciation expense.

Position Summary (FTE)

Regular Positions	5.78	5.78	5.78	5.78	0.00	
Extra Help	4.41	4.52	4.50	4.52	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	10.19	10.30	10.28	10.30	0.00	

Departmental Objectives

- 1. Develop a long- term business plan that identifies the critical risks, challenges, and future direction of the County ice arenas and the ice sport industry. (Goal 1.8 1st Qtr 2004)
- 2. Install a heat exchanger on the compressor lines at the Nagawaukee ice arena to heat the hot water tanks of the facility. This could potentially decrease the usage of natural gas. (Goal 1.9)(4th Qtr 2004)
- 3. Develop and offer public skating specials to attract new customers to the facilities. (Goal 1.8)(1st Qtr 2004)
- 4. Develop additional revenue sources to alleviate contract ice rate increases. (Goal 1.8)(3rd Qtr 2004)
- 5. Work closely with the local Boy Scout organizations in teaching learn to skate programs and hockey. (Goal 1.8 Task 2)(4th Qtr 2004)
- 6. Maintain ice arena facilities that offer quality sheets of ice and amenities to our customers at reasonable rates. (Goal 1.9)(4th Qtr 2004)
- 7. Evaluate the possibility of coordinating recreational hockey leagues at County Facilities utilizing County employees in order to maintain competitive user fee rates. (Goal 1.8 2nd Qtr 2004)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

- 1. Maintained ice arena facilities that offer quality sheets of ice and amenities to our customers at reasonable rates.
- 2. Installed a new dasher board system at Eble Ice arena. The new boards require less maintenance and are more flexible to reduce the chance of player injury during checking maneuvers.
- 3. Hosted hockey camps for Chicago Blackhawks and Michigan Tech. This allowed an opportunity for youths to fine tune their skills.
- 4. Developed additional revenue sources such as dasher board advertisement sales to reduce the need for contract ice rate increases.

Naga-Waukee Ice Arena

Program Description

Provides a quality ice skating facility.



D (2002	Public	2002 Hourly	2002
Performance Measures	Contract	Skaters	Rate Range	Revenue
Eble Ice Arena	1,696	14,095	\$162 - \$195	\$448,162
Naga-waukee Ice Arena	1,818	10,241	\$167- \$199	\$451,681
Wilson Park – Milwaukee Mullett Ice Center – Hartland	1,452 1,366	~6,000 ~3,000	\$170 - \$185 \$155 - \$189	NA NA

~ - Approximate number

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	5.16	5.15	5.15	5.18	0.03
Personnel Costs	\$207,521	\$221,881	\$222,140	\$234,609	\$12,728
Operating Expenses	\$185,624	\$209,235	\$207,360	\$217,534	\$8,299
Interdept. Charges	\$111,842	\$105,980	\$102,313	\$76,482	(\$29,498)
Fixed Assets Memo (a)	\$0	\$5,000	\$0	\$0	(\$5,000)
Interdept. Debt-Principal Memo (a)	\$54,262	\$57,084	\$57,084	\$60,052	2 \$2,968
Total Expenditures: (a)	\$504,987	\$537,096	\$531,813	\$528,625	(\$8,471)
Charges for Services	\$451,681	\$489,000	\$485,000	\$488,020	(\$980)
Other Revenue (b)	\$16,861	\$39,504	\$39,504	\$28,000	(\$11,504)
Total Revenues:	\$468,542	\$528,504	\$524,504	\$516,020	(\$12,484)
Operating Inc./(Loss) (a)	(\$36,445)	(\$8,592)	(\$7,309)	(\$12,605)	(\$4,013)
Tax Levy	\$0	\$0	\$0	\$0	\$0

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (b) Other revenues for 2003 include appropriated fund balance of \$3,504 used to partially offset depreciation expense.



Program Highlights

Personnel cost to continue increases \$12,700 primary due to cost to continue salaries and higher employee costs of benefits. Health and other insurance premium costs are projected to increase \$3,050 or about 12% from the 2003 budget.

Operating expenses are anticipated to increase 4% primarily due to higher utility charges. Utilities are expected to increase \$12,250 from the 2003 budget.

A heat exchanger will be installed on the compressor lines at the Naga-Waukee ice arena to heat the hot water tanks of the facility to potentially decrease the usage of natural gas.

Interdepartmental charges will decrease primary due to an interest expense payment of \$25,580 back to the general fund is being postponed until the end of the loan term. Beginning 2004, the interest expense payment will be delayed until 2021.

Revenues will increase by a weighted average of 3% to 4% with an expected plateau effect in user participation due to more competition from recent increases in availability of ice skating facilities.

Naga-Waukee Ice Arena (Cont.)



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Contract Ice Hours	1,818	1,875	1,850	1,835	-40
Public Skating Attendance	10,241	10,800	10,500	10,400	-400
No. of Skate Rentals	5,500	4,900	5,000	5,300	400
Prime Hours Capacity	50%	52%	51%	51%	-1%
Non-Prime Hours Capacity	21%	21%	21%	21%	0%

Based upon a 34 week ice session. A 24 hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm - 10 pm and weekends 8 am - 10 pm. Non-Prime hours are weekdays 10 pm - 3 pm and weekends 10 pm - 8 am

Naga-waukee Ice Arena Revenue								
	2002	2003	2003	2004				
	Actuals	Budget	Estimate	Budget				
Public Skating	\$62,311	\$65,000	\$62,000	\$66,000				
Contracted	\$324,715	\$355,000	\$354,000	\$379,100				
Concession	\$53,253	\$54,000	\$54,000	\$54,000				
Merch/Bds	\$11,402	\$15,000	\$15,000	\$14,500				
Total	\$451,681	\$489,000	\$485,000	\$513,600				

Eble Ice Arena



	2002	2003	2003	2004	Budget
Activity	Actual	Budget	Estimate	Budget	Change
Contract Ice Hours	1,696	1,755	1,710	1,705	-50
Public Skating Attendance	14,095	12,500	13,000	13,250	750
No. of Skate Rentals	8,302	6,750	7,500	7,400	650
Prime Hours Capacity	48%	57%	50%	49%	-8%
Non-Prime Hours Capacity	19%	14%	18%	18%	4%

Eble Ice Arena Revenue								
	2002	2003	2003	2004				
	Actuals	Budget	Estimate	Budget				
Public Skating	\$75,819	\$81,000	\$81,000	\$83,000				
Contracted	\$294,192	\$328,000	\$327,000	\$347,000				
Concession	\$64,930	\$64,000	\$63,000	\$66,000				
Merch/Bds	\$13,221	\$9,000	\$9,000	\$12,000				
Total	\$448,162	\$482,000	\$480,000	\$508,000				

Eble Ice Arena

Program Description

Provides a quality ice skating facility.

	2002	2003	2003	2004 B	Sudget
	Actual	Budget	Estimate	Budget C	hange
Staffing (FTE)	5.03	5.15	5.11	5.12	-0.03
Personnel Costs	\$187,512	\$200,001	\$199,359	\$211,767	311,766
Operating Expenses	\$181,509	\$177,702	\$180,757	\$191,512	\$13,810
Interdept. Charges	\$95,408	\$95,705	\$92,575	\$78,931	(\$16,774)
Fixed Assets Memo (a)	\$0	\$100,000	\$95,000	\$38,000	(\$62,000)
Interdept. Debt -Principal Memo (a	a) \$41,364	\$41,364	\$41,364	\$41,364	\$0
Total Expenditures: (a)	\$464,429	\$473,408	\$472,691	\$482,210	\$8,802
Charges for Services	\$448,162	\$482,000	\$480,000	\$494,815	\$12,815
Other Revenue	\$17,005	\$0	\$0	\$0	\$0
Total Revenues:	\$465,167	\$482,000	\$480,000	\$494,815	\$12,815
Operating Inc./(Loss) (a)	\$738	\$8,592	\$7,309	\$12,605	\$4,013
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fix assets request.



Program Highlights

Personnel cost to continue increases \$11,800. Health and other insurance premium costs are projected to increase \$1,341 from the 2003 budget.

Operating expenses are anticipated to increase primarily due to a \$13,650 or 22% increase in utility charges.

Interdepartmental charges will decrease mainly due to an Interdepartmental Debt Service interest expense payment of \$13,185 to the general fund, which is being postponed until the end of the loan term. Beginning 2004, the interest expense payments will be delayed until 2013.

Fixed Assets for 2004 include \$38,000 for parking lot and pavement work.

Revenues will increase by a weighted average of 3% to 4% with an expected plateau effect in user participation.

Fund Purpose

To provide facilities for public and private use for the purpose of holding activities and events for the recreation, education and entertainment of citizens, businesses and government groups of Waukesha County and the surrounding area. To continue to provide Waukesha County departments, 4-H clubs and certain governmental special events with Expo Center facilities which include the buildings, grounds and service equipment on a no charge basis. Additionally, the Expo Center serves as an economic development tool stimulating the use of Waukesha County businesses. To achieve this mission, it may be necessary for Waukesha County to provide funding or seek alternate methods of funding, adequate to maintain a professional level of operation of the acilities and to provide the facilities required by the general public.

Financial Summary

•	2002	2003 Adopted	2004	Change from Adopted B		
	Actual	Budget	2003 Estimate	Budget	\$	%
Personnel Costs	\$323,217	\$347,995	\$344,084	\$365,026	\$17,031	4.9%
Operating Expenses	\$270,492	\$258,649	\$286,597	\$319,914	\$61,265	23.7%
Interdept. Charges	\$149,042	\$169,774	\$147,654	\$134,990	(\$34,784)	-20.5%
Fixed Assets Memo (a)	\$164,509	\$41,000	\$28,000	\$0	(\$41,000)	-100.0%
Interdept. Debt-Principal	\$0	\$16,000	\$16,000	\$16,000	\$0	0.0%
Total Expenditures: (a)	\$742,751	\$776,418	\$778,335	\$819,930	\$43,512	5.6%
Charges for Services	\$582,062	\$686,418	\$700,000	\$610,000	(\$76,418)	-11.1%
Other Revenue (b)	\$0	\$0	\$0	\$119,930	\$119,930	
Total Revenues:	\$582,062	\$686,418	\$700,000	\$729,930	\$43,512	6.3%
Operating Inc./(Loss) (a)	(\$160,689)	(\$90,000)	(\$78,335)	(\$90,000)	\$0	0.0%
Tax Levy (c)	\$90,000	\$90,000	\$90,000	\$90,000	\$0	0.0%

- (a) Total expenditures and net operating income/ (loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues, and were included in the department's fixed asset request.
- (b) Other revenues for 2004 include appropriated Expo fund balance of \$119,930, which is available to fund depreciation expense and reduce the tax levy amount needed.
- (c) For the 2003 and 2004 budgets, \$60,000 and \$56,000, respectively, of tax levy support is used to fund the County's policy of free use of the Expo Center by departments, 4-H activities not charged for, and other non-charged events. The remaining tax levy support of \$30,000 in 2003 and \$34,000 in the 2004 budgets provides funding for potential user fee shortfalls.

Position Summary (FTE)

Regular Positions	4.14	4.14	4.14	4.14	0.00
Extra Help	5.12	4.33	4.33	4.65	0.32
Overtime	0.10	0.19	0.20	0.13	(0.06)
Total	9.36	8.66	8.67	8.92	0.26

Departmental Objectives

- 1. Implement the promotional marketing booklets for event generation. (Goal 1.7) (1st Qtr)
- 2. Assisted the local Chamber of Commerce, Convention and Visitors Bureau and businesses in attracting new events to the Waukesha County Exposition Center. This partnership will provide an additional economic impact for the community. (Goal 1.7 entire year)
- 3. Explore the potential of energy management systems with the Facility Management staff. (Goal 1.9 2nd Qtr)
- 4. Obtain assistance to develop an analysis of the Economic Impact within Waukesha County generated by events held at the Waukesha County Exposition Center. (Goal 1.7 1st Qtr)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

- 1. Finalize the Exposition Center's Business Plan.
- Assist event coordinators to plan and develop the Harley Davidson 100th anniversary reunion and Goodguys Hot Rod Association events.
- 3. Asbestos abatement was conducted in the two major furnace rooms of the Arena.
- 4. Completed the Arena renovation project that addressed ADA issues in the restroom facilities.



ACTIVITY

Paid Events	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Change '03 Bud vs 04 Bud
Arena	132	118	110	120	2
Forum	99	115	93	95	-20
Horse Complex	18	20	13	15	-5
Grounds	25	27	20	20	-7
Total	274	280	236	250	-30

Free Events	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Change '03 Bud vs 04 Bud
Arena	44	35	46	48	13
Forum	45	50	45	48	-2
Horse Complex	9	8	9	10	2
Grounds	10	10	12	15	5
Total	108	103	112	121	18

Expo Center Revenue								
2002 2003 2003								
	Actuals	Budget	Estimate	Budget				
Arena	\$136,978	\$175,500	\$170,000	\$140,000				
Forum	\$107,740	\$137,500	\$140,000	\$110,000				
Barns	\$51,139	\$40,000	\$50,000	\$50,000				
GRD	\$66,060	\$65,000	\$75,000	\$70,000				
Service Equip	\$89,750	\$115,000	\$100,000	\$80,000				
Food	\$107,957	\$130,000	\$120,000	\$120,000				
Misc.	\$22,438	\$23,418	\$45,000	\$40,000				
Total	\$582,062	\$686,418	\$700,000	\$610,000				

Program Description

Provides facilities for recreational, educational, and entertainment events to citizens, businesses, and government groups.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Change
Avg. Revenue/Paid Event*	\$2,124	\$2,451	\$2,966	\$2,440	-\$11
Avg. Opportunity Cost/Free Evt **	\$523	\$582	\$575	\$525	\$-57

^{*-}The 2004 average revenue for paid events is expected to decrease from the 2003 Estimate that includes the 100th Harley Davidson Anniversary event that will not be repeated in 2004.

^{**-}The average opportunity cost of free events is expected to increase in 2003 due to an increase in requests but it is estimated to slightly decrease in 2004.

	2002	2003	2003	2004	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	9.36	8.66	8.67	8.92	0.26
Personnel Costs	\$323,217	\$347,995	\$344,084	\$365,026	\$17,031
Operating Expenses	\$270,492	\$258,649	\$286,597	\$319,914	\$61,265
Interdept. Charges	\$149,042	\$169,774	\$147,654	\$134,990	(\$34,784)
Fixed Assets (Memo) (a)	\$164,509	\$41,000	\$28,000	\$0	(\$41,000)
Interdept. Debt-Principal	\$0	\$16,000	\$16,000	\$16,000	
Total Expenditures: (a)	\$742,751	\$776,418	\$778,335	\$819,930	\$43,512
Charges for Services	\$582,062	\$686,418	\$700,000	\$610,000	(\$76,418)
Other Revenue (b)	\$0	\$0	\$0	\$119,930	\$119,930
Total Revenues:	\$582,062	\$686,418	\$700,000	\$729,930	\$43,512
Operating Inc./(Loss) (a)	(\$160,689)	(\$90,000)	(\$78,335)	(\$90,000)	\$0
Tax Levy	\$90,000	\$90,000	\$90,000	\$90,000	\$0

⁽a) Total expenditures and net operating income/ (loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

⁽b) Other revenues for 2004 include appropriated Expo fund balance of \$119,930, which is available to fund depreciation expense and reduce the tax levy amount needed.



Program Highlights

Personnel cost to continue increases \$17,031 or 5.0%. Employee health and dental insurance premiums costs are projected to increase between 8% and 13%. Overtime expenses have been reduced and reallocated to increase the use of extra help that is more cost effective and buys more hour coverage.

Operating expenses are estimated to increase \$61,265 or 24% primarily due to utility charges. Utility costs are expected to increase \$26,000 or 26% from the 2003 budget. Depreciation expense is estimated to increase 21% or \$23,000 mainly due to the investments to renovate the Arena in 2003. The outsourcing of garbage collections results in an overall net savings of \$18,500.

Charges for Services revenues are expected to decline mostly due to fewer paid events to be booked. Also, the 2003 budget included the 100th Year Harley Davidson Anniversary event riders ranch contract budgeted at \$100,000 that will not be repeated in 2004.

Fund Purpose

An Enterprise fund used to account for processing and marketing of recyclables collected from municipalities within the Waukesha County program to comply with the State Recycling Law, Chapter 287. To provide technical and educational assistance to ensure proper use of drop-off and at-home recycling programs. To accumulate data, produce reports, and make long-range plans for managing solid waste in compliance with Wisconsin law and the County Solid Waste Management Plan.

Financial Summary

,	2002	Change from 2003 Adopted Budget				
	Actual	Adopted Budget	2003 Estimate	2004 Budget	\$	%
Personnel Costs (a)	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expenses	\$1,457,123	\$1,612,205	\$1,579,305	\$1,824,670	\$212,465	13.2%
Interdept. Charges	\$83,236	\$98,629	\$96,714	\$110,197	\$11,568	11.7%
Fixed Assets Memo (b)(c)	\$22,215	\$100,000	\$100,000	\$340,000	\$240,000	240.0%
Total Expenditures:	\$1,540,359	\$1,710,834	\$1,676,019	\$1,934,867	\$224,033	13.1%
		*	*	*	*	
General Government	\$1,098,183	\$847,500	\$1,131,600	\$850,000	\$2,500	0.3%
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$123,000	\$123,000	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (d)	\$1,155,082	\$1,487,500	\$910,000	\$1,706,250	\$218,750	14.7%
Total Revenues:	\$2,253,265	\$2,335,000	\$2,041,600	\$2,679,250	\$344,250	14.7%
Operating Inc./(Loss) (b)(c)	\$712,906	\$624,166	\$365,581	\$744,383	\$120,217	19.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	0.0%

- (a) Positions, which support the MRF, are directly billed on an hourly basis and are not assigned through the payroll system.
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.
- (c) Operating income is used to fund fixed asset capital outlay expenditures of \$340,000 planned for 2004.
- (d) Other revenue includes Material Recycling Facility fund balance appropriation of \$650,000 in 2003 and \$650,000 in 2004 for dividend payments to participating communities, interest from fund balance and sale of recyclable material revenue.

Parks & Land Use Objectives/ Achievements/Program

Departmental Objectives

- 1. To improve intergovernmental cooperation, reduce costs, and increase efficiency; offer processing of recyclables to municipalities and county school districts, which currently do not participate in the MRF, by charging them the member rate per ton tip fee and return actual materials sales revenue to the community/school district (on-going).
- 2. Pursue additional grant opportunities to improve efficiency and increase participation in recycling and waste reduction by encouraging use of the MRF by additional municipalities (on-going).
- 3. Provide an investment dividend to all participating municipalities with the County as Responsible Unit for recycling to lower costs for local recycling efforts. Maintain sufficient funding to provide processing service at the MRF at no charge (on-going).
- 4. Improve understanding and participation in recycling, composting and waste reduction programs to increase recyclable material volume and quality and decrease amount going to landfills (on-going).
- 5. Maintain a cost-effective system for processing recyclables at the county MRF in order to remain competitive with local landfill costs (on-going)

Major Strategic Achievements from 7/01/02 to 6/30/03

- 1. Replaced entire main conveyor (support structure and belt) on the commingled line. The new conveyor will increase productivity and reduce downtime due to frequent repairs.
- 2. Completed testing and engineering specifications for a new air exchange system in the plant.
- 3. Replaced old loading dock seals, bumpers and levelers.
- 4. Installed concrete pad at loading dock to replace pavement, repaved driveway and scale approaches, and seal coated entire lot.
- 5. Developed a proposal to recruit additional municipalities and school districts to use the MRF.

Materials Processing/Marketing/Administration/Education Program Description

Administer and manage MRF operations contract with a private vendor to process and market recyclables at the county-owned MRF. Maintain building and equipment and provide collection service to drop off sites. Administer and manage DNR Recycling Grant; prepare required applications and reports. Promote proper separation of recyclables and participation in curbside recycling programs in 25 participating communities. Provide tours and presentations to all requests. Develop, design and distribute displays, brochures, and programs that promote recycling and waste reduction.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% waste stream recycled	36%	34%	36%	36%	2%
% residue/reject	4.5%	5.0%	5.0%	5.0%	-
Recycling Participation as measured by survey (a)	N/A	92%	98%	98%	6%
Rev as % of expenses	146%	136%	160%	138%	2%
Net Operating cost per Ton (b)	\$5.87	\$22.54	\$15.25	\$17.87	(\$4.67)

- (a) Recycling participation determined by a statistically valid phone survey of citizen opinions and behaviors regarding recycling and solid waste conducted between December 2002 and January 2003.
- (b) Net cost of processing recyclables at MRF, including education. Does not include state grant funding, investment income or dividend rebate program. Excludes tons processed under contract with communities that are not within the responsible unit designation.

Materials Processing/Marketing/Administration/Education (cont.)

Tax Levy	\$0	\$0	\$0	\$0	\$0
Operating Inc./(Loss) (a)	\$712,906	\$624,166	\$365,581	\$744,383	\$120,217
Total Revenues:	\$2,253,265	\$2,335,000	\$2,041,600	\$2,679,250	\$344,250
Other Revenue	\$1,155,082	\$1,487,500	\$910,000	\$1,706,250	\$218,750
Charges for Servcies	\$0	\$0	\$0	\$123,000	\$123,000
General Government	\$1,098,183	\$847,500	\$1,131,600	\$850,000	\$2,500
Total Expenditures: (a)	\$1,540,359	\$1,710,834	\$1,676,019	\$1,934,867	\$224,033
Fixed Assets Memo (a)	\$22,215	\$100,000	\$100,000	\$340,000	\$240,000
Interdept. Charges	\$83,236	\$98,629	\$96,714	\$110,197	\$11,568
Operating Expenses	\$1,457,123	\$1,612,205	\$1,579,305	\$1,824,670	\$212,465
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
	Actual	Budget	Estimate	Budget	Change
	2002	2003	2003	2004	Budget

(a) Total expenditures and net operating income/(loss) exclude capatilized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues and are included in the department's fixed asset request.



Program Highlights

The budget includes an initiative to develop cooperative agreements, offering recycling processing and education services, along with yard waste services, to municipalities and school districts that are currently not participating in the county recycling program. The initiative allows the county to be eligible for a DNR Recycling Efficiency Incentive (REI) grant which will be used in the General Fund Solid Waste Program to reduce the tip fee associated with the County Yard Waste activity. The new communities and school districts will charged a per ton tip fee to cover the costs of recyclable processing and their per ton materials revenue will be returned to the community based on actual sales. For budget purposes an estimated 3,000 tons, or \$144,960 of additional operating expense, has been included to accommodate the additional recyclable material delivered to MRF.

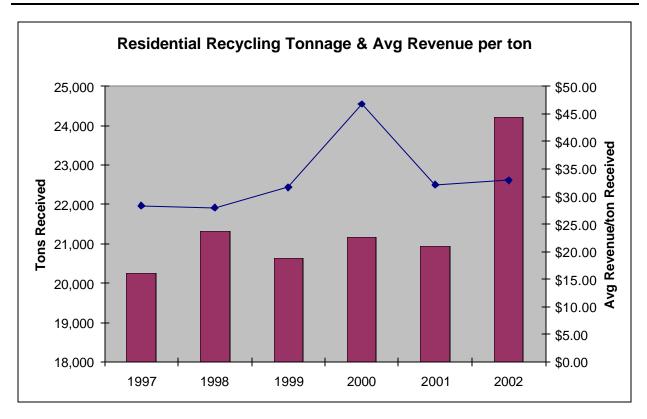
Operating expense increases also include \$35,200 associated with consulting costs for a MRF engineering consultant to conduct an equipment maintenance audit of the plant and a solid waste and to conduct a statistically valid baseline study of MRF residue and rejects, which has never been done. The consultant will also develop custom reports from existing MRF spreadsheet data. Operating expenses continue the distribution of \$650,000 in MRF dividends from cash reserve for the 25 participating municipalities, while maintaining an adequate balance so that no tip fee is charged to the 25 communities.

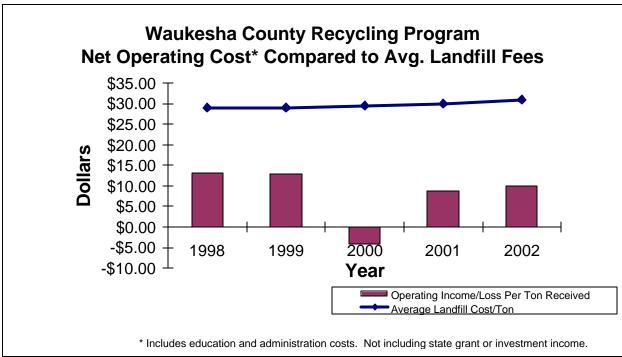
Fixed assets expenditures include the paper in-feed conveyor and air classifier, which have exhausted their expected useful life. They were originally budgeted for in 2003 but were not installed due to higher than budgeted costs for the main commingled conveyor replacement, which included the structure as well as the belt. Replacement fixed assets includes a residue conveyor that leads to the compactor with a wider and longer conveyor to allow for more efficient loading of hoppers. The extensions of the aluminum/plastic sort line, and the addition of a blower for aluminum, are budgeted to facilitate the handling of material. Fixed asset also include air quality enhancements, which reduce the in-flow of diesel exhaust into the sorting areas by upgrading the heating and ventilation system and enclosing the tip floor area.



Activity

-	2002	2003	2003	2004	2004
	<u>Actual</u>	<u>Budget</u>	Estimate	<u>Budget</u>	<u>Change</u>
Households Served	85,250	86,000	86,000	87,500	1,500
Tons Received	24,226	23,000	24,200	29,000	6,000
Number touring MRF & Education, Room visits	1,834	1,100	1,600	1,800	700





Annual tonnage increased 15% in 2002 after being relatively stable since 1995. Tonnage increase is anticipated in 2004 due to the initiative to recruit new municipalities and school districts. Chart 1 shows a relatively stable material market revenue with the exception of higher prices in 2000. The program goal is to keep the net operating cost per ton below the prevailing landfill disposal charge for solid waste, which is approximately \$31 per ton. Chart 2 shows that recycling is significantly cheaper than landfilling. The 5-year net average operating loss = \$9.80 per ton.